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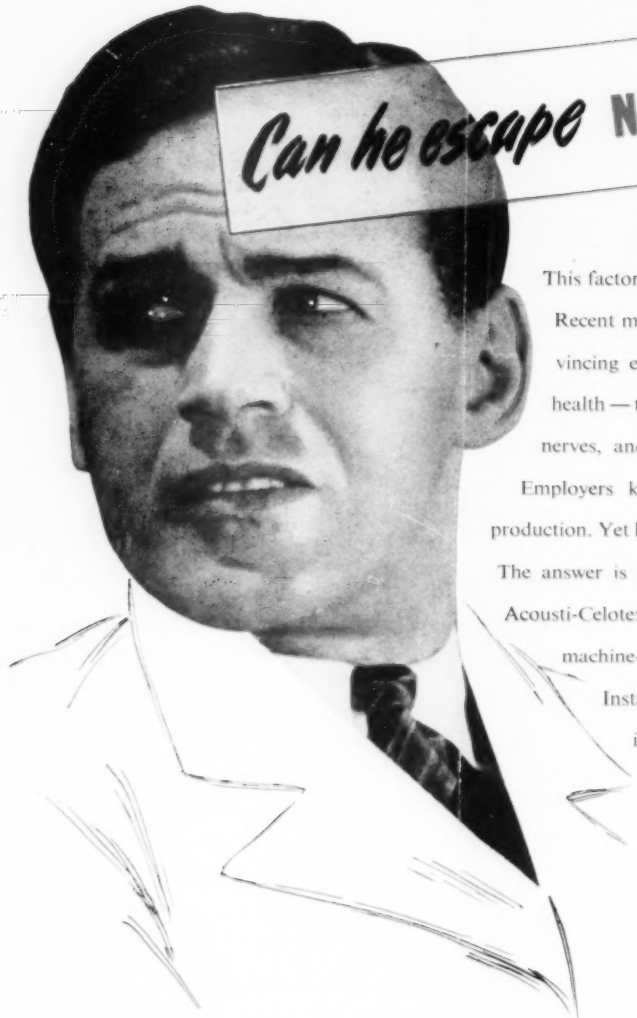

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SAFETY/COMFORT FEATURES

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THE Proprietors, Publishers and Editor of "Personnel Management and Welfare" extend to all their friends the heartiest Christmas Greetings with all good wishes for 1951.

At the same time they would wish to draw the attention of readers to the charitable appeals on this page and elsewhere in the Journal. The Christmas spirit is best exercised in favour of those less fortunate than ourselves and it would be a great pity if this tradition were allowed to lapse May we ask you in the midst of your festivities to remember those for whom Christmas itself may be a mockery without your kindly aid?

Please send a Christmas Gift to the

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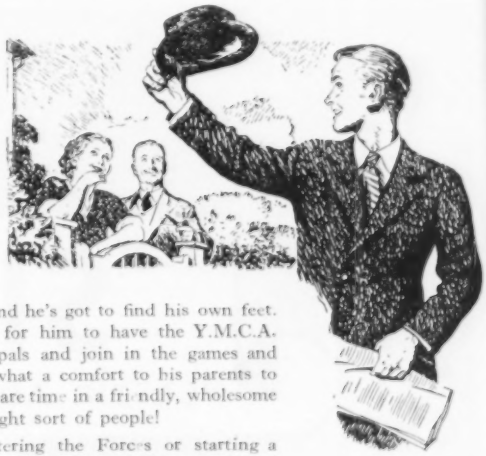

He's earning his living and he's got to find his own feet. What an advantage it is for him to have the Y.M.C.A. where he can meet his pals and join in the games and hobbies he likes. And what a comfort to his parents to know that he spends his spare time in a friendly, wholesome atmosphere among the right sort of people!

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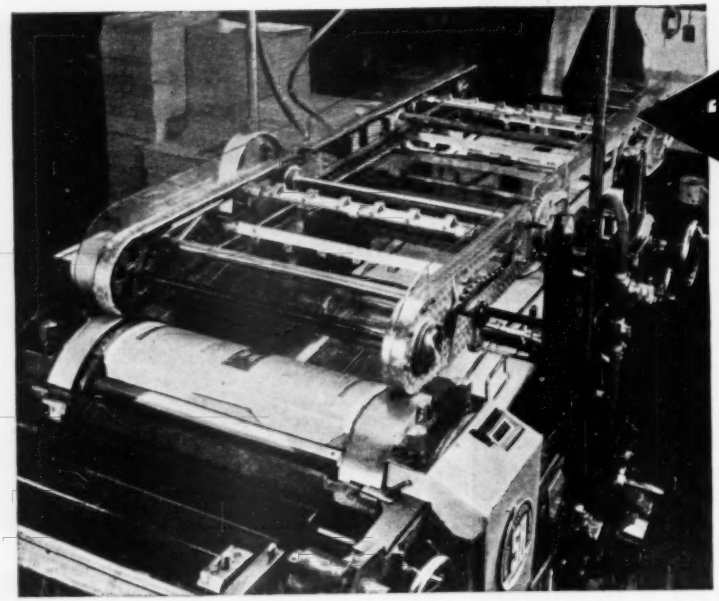

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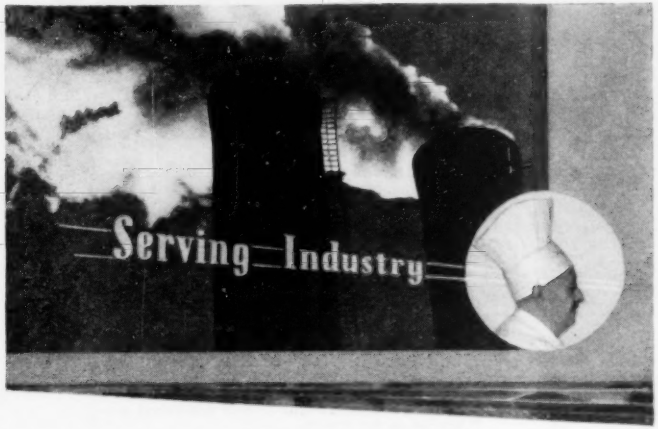

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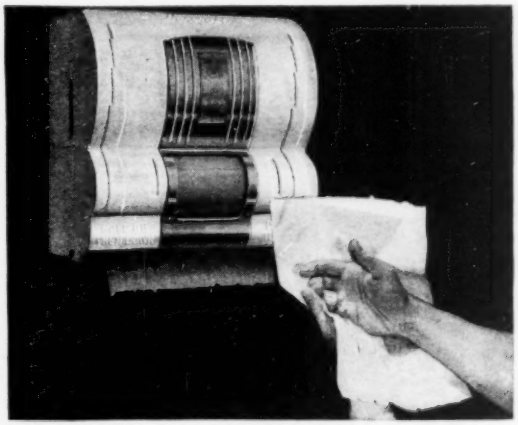

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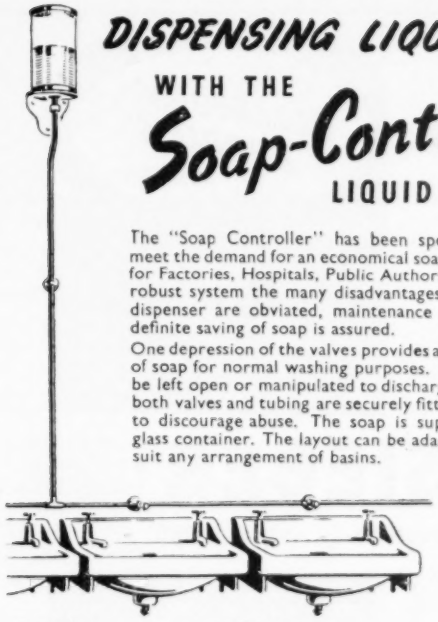

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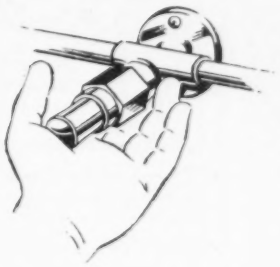

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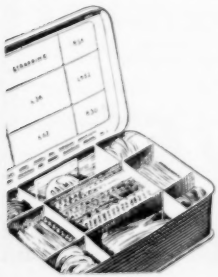

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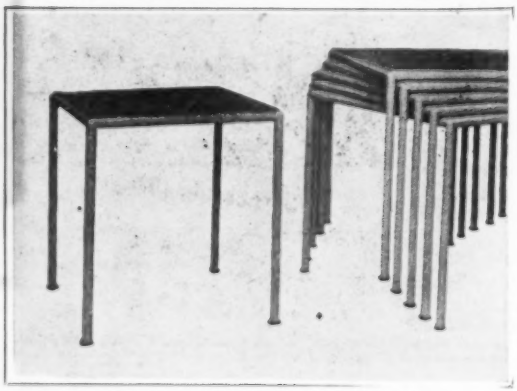

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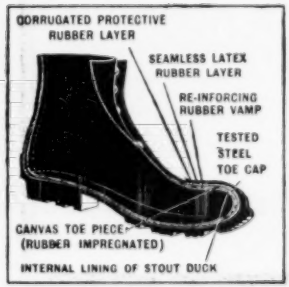
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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 127 DECEMBER, 1950

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COVER

Emphasis has again to be laid on preparations for defence and the theme for this year's Lord Mayor's Show sets the text for a great deal of planning in 1951. So far industry has had but little guidance in Civil Defence precautions, but there is reason to expect more activity in the near future (see *page 268*)

Mindful of our war-time reputation as "The Civil Defence Journal" we shall see that whatever details become available will be at once released to our readers.

Published monthly by Trade Chronicles Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844). Incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free, U.K., abroad; 1s. 6d. per copy, 1s. 9d. post free in U.K. The Editor will consider articles, news items, photographs and details of new products. No responsibility is accepted for MSS., and stamped addressed envelope must be enclosed if return is desired.

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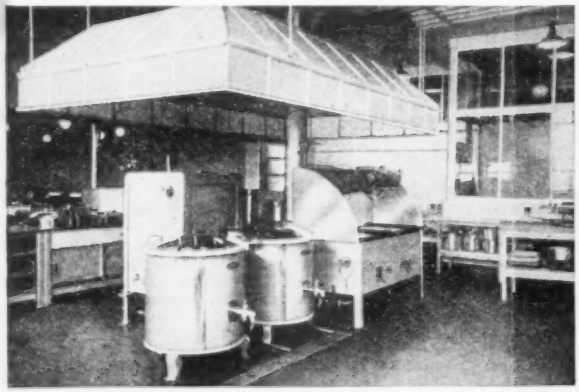

Here is gas doing a real job, with scrupulous cleanliness, in the industrial canteen of Joshua Hoyle & Sons Ltd., Rochdale. The equipment comprises fish frying range, steaming oven, cooking range, two 20-gallon boiling pans, dish washing machine and the usual labour-saving devices. The kitchen serves about 250 two-course lunches in 10 minutes each day.

MR. THERM BURNS TO SERVE YOU!

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I.W.S. Survey of

Industrial Holland

By WILLIAM BREE

I.W.S. Staff Member, who has recently returned from conducting a party of British industrialists through Holland

In order to understand the well planned picture presented by Dutch industry it is essential to keep three main factors constantly in mind :—

1. The pre-war structure of industrial relations.
2. The strong religious differences existing throughout the community.
3. The character of the German occupation.

THE Industrial Revolution began in Holland at a much later date than in England and the development, still incomplete today, was much more gradual. Even now only one-fifth of Holland's population is engaged in industrial occupations. The first trade union was established in 1866 and was soon followed by others, observing the religious divisions of social life. Therefore instead of having one Metal Workers' Union, three would be set up catering for "Catholic," "Christian" (Protestant) and "Neutral" workers. Employers' associations, as they grew, followed the same pattern. As most factories employed workers of all three groups, relationships between the different associations in the same branch of industry grew closer, and federations of unions organising workers in the same industry were soon established to meet and bargain with employers organised in similar associations. In addition to the growth of these horizontal associations, workers' and employers' organisations set up vertical or central federations embracing people of the same conviction in all branches of industry. Matters which could not be settled at the level of industrial federation could be referred to the central organisation for discussion at national level. The federations became closely linked with, and followed the pattern of the political structure of the Netherlands, their leaders quite often being elected to parliament and offered posts in the Cabinet.

For some time before the Second World War discussion was proceeding at a high level among employers' and workers' organisations to formulate a plan for a voluntary organisation which, representing both sides on a basis of equality, could advise Government on the broad lines of industrial policy. Such a body, set up by agreement between employers and workers themselves, would also have a stabilising influence on the rival claims of both sides. Before this plan could be put into operation, however, Holland was occupied. The existing employers' and workers' organisations were proscribed and Nazi puppet organisations established in their place. The organisations thus driven underground worked even harder than before to complete their plans for mutual co-operation after liberation and pledged their respective members' full support to the restoration of the Dutch national economy.

Basic Co-operation

On May 17, 1945, the Foundation of Labour representing national associations of employers and workers was established by mutual agreement with the aim of

"ensuring lasting good social relations on the basis of organised co-operation between employers and workers."

Article 4 of the Statutes of the Foundation details how this aim is to be achieved :—

"by promoting the adoption of regulations of importance for industrial life as a whole or for particular branches of industry including:

regulations on wages and other labour conditions;
regulations on settling labour disputes;
regulations on engaging and discharging personnel;
regulations on working hours and remuneration for overtime;
regulations on holidays for workers;
regulations on vocational training;
provisions for social insurance, including pensions, accident insurance, disablement insurance, health insurance, children's allowances and unemployment insurance.

From its inception the Foundation of Labour was recognised by the Government as its advisory body on social affairs, and very close contact was established between the Ministers concerned and their Departments.

A Dutch lecturer speaks on music reproduction in factories

One of the first tasks of the Dutch Government after the war was to establish order from the chaotic wage rates left over from the occupation, and so prevent inflation to an economy already unbalanced through the shortages caused by war. In this it had the support of the Foundation of Labour, which was brought into full consultation. A prominent trade union leader gives the following reason why organised labour supports the policy of wage regulation by government:

"We defend the principle that the Government is the responsible body for the national welfare and that the task of Government in the first instance must be directed towards an increase of the national income; its endeavours should at the same time be directed towards an equitable, well-balanced and fair distribution of the national income, to a proper distribution and spread out of employment . . . It would be a dangerous procedure to leave the wages structure entirely in the hands of private industry as this may unbalance the distribution of the national income. The lessons of experience have taught us that more consideration is given to these general economic factors if the Government has the right to intervene in matters affecting wages than in cases where this is left entirely in the hands of private individuals."

During the occupation, wages were officially pegged at the May, 1940 level. After the liberation, the Government allowed a general wage increase of 25 per cent above the 1940 level (in fact this did no more than give legal recognition to wages and other emoluments already being paid) and a "Board of Government Mediators" was appointed to administer the new wage policy in close association with the Foundation of Labour. Where for instance wages already paid exceeded the 1940 level by more than 25 per cent the Board had to fix new wage scales. Having no other guide it followed the one devised by the Foundation, based on the cost of living index for a family of two adults and two children. Additional allowances were made for three grades of skill, and for differences between the cost of living in five geographical divisions, i.e. from the largest town to the rural areas.

Fixed Bonuses

The first relaxation of this rigid wage system was made in 1946 when a Government decree authorised increases in earnings based on incentive bonuses, approved by the Board of Mediators. Generally, bonus earnings were not permitted to exceed 33 per cent of the authorised time rate. This led to an increase in the number of incentive systems and industrial consultants, called in by firms to suggest suitable systems, have accepted the principles laid down by Government in the assessment of tasks.

By late 1948 Government had decided to reduce, by approximately one half, food subsidies which were then running at the rate of £65 million per year. To meet the increase in cost of living the Board of Mediators was advised by the Foundation of Labour to permit an increase in wages of 2s. per week as compensation. In January, 1950 an increase of 5 per cent was permitted to allow for the possible effects of the devaluation of the guilder. It is interesting to note that this increase was not compulsory, but it could legally be applied if agreement could be reached by collective bargaining. A further increase of 5 per cent was granted as from September 6 last.

There is therefore rigid control of wages by the Government. But the regulations are based on the recommendations of the Foundation of Labour to the Board of Mediators and, so far, the Foundation has never failed to reach agreement on its recommendations. The trade unions keep a continuous watch on prices and if they continue to rise it may become difficult for union leaders to restrain their members in applying for further wage increases.

Social Benefits

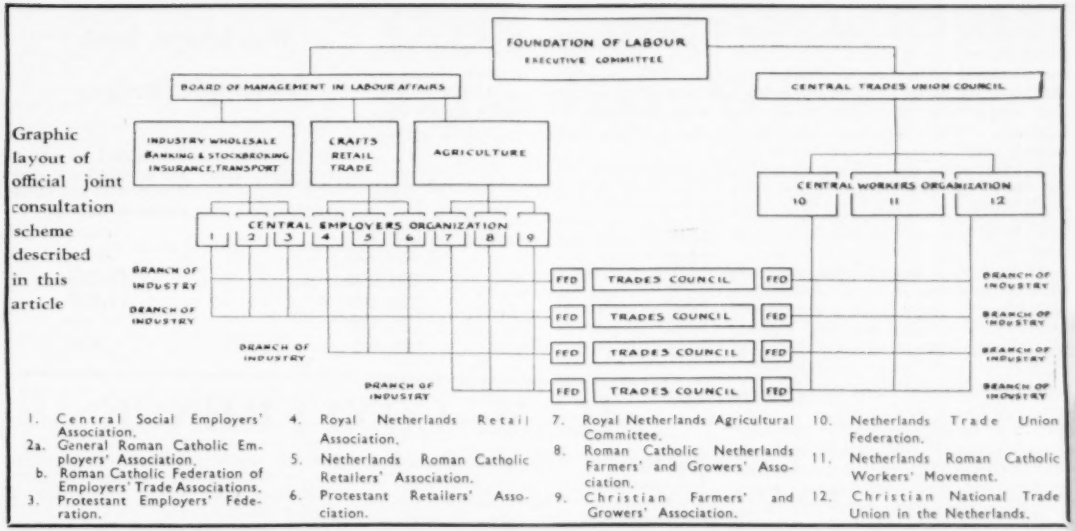
Though wages themselves are, by comparison with our own standards, low, the social insurance benefits also controlled by Government regulation are quite generous. There are family allowances for children up to 16 years of age at the rate of:—

For the first child about 6s. per week;
For the second and third child about 6s. 6d. per week each;
For each additional child almost 8s. per week.

The act is administered by the National Insurance Bank and premiums are paid only by the employer. In 1949 the premium was 6 per cent of the wage bill.

Above: **The complete party of I.W.S. members in the grounds of E.K.V., Ede (parent company of British Enka Ltd.)**

Left: **A break for tea during the tour of Phillips Incandescent Lamps at Eindhoven**



Graphic layout of official joint consultation scheme described in this article

1. Central Social Employers' Association.
2a. General Roman Catholic Employers' Association.
b. Roman Catholic Federation of Employers' Trade Associations.
3. Protestant Employers' Federation.
4. Royal Netherlands Retail Association.
5. Netherlands Roman Catholic Retailers' Association.
6. Protestant Retailers' Association.
7. Royal Netherlands Agricultural Committee.
8. Roman Catholic Netherlands Farmers' and Growers' Association.
9. Christian Farmers' and Growers' Association.
10. Netherlands Trade Union Federation.
11. Netherlands Roman Catholic Workers' Movement.
12. Christian National Trade Union in the Netherlands.

By a decree dated March 1, 1930, and later amended, all workers whose income does not exceed £450 per year are compulsorily insured against sickness. The Government, however, does not collect contributions and dispense benefits. This work is done by "industrial association," a combination of bank and insurance company operating within each industry. Premiums are shared equally between employer and worker; the worker paying about 1.5 per cent of his income. Benefits are provided at the rate of 80 per cent of the day's wages (calculated on the average over 13 weeks preceding the start of illness) from the third day of illness and continuing for a period not exceeding 52 weeks. In many cases companies make up sickness payments to full wages by drawing on a private sickness fund, sometimes controlled and administered by workpeople only. In order to protect their funds, industrial associations have in many cases strict regulations regarding the reporting of illness and attendance for examination by the insurance doctor. In one company, inspectors, elected by the workpeople, have the task of calling on all employees who have not reported for work by 10 a.m. each morning to discover the reason for absence.

On penalty of losing his right to receive sick pay every insured person earning under £450 per year must join an officially sponsored health service. The contribution is fixed each year and in 1949 was 3.6 per cent of wages or of wage bill, shared equally by employer and worker. The employer deducts the premium when paying wages and hands a coupon to the insured person who then sends it to his health society. This entitles the insured, as well as his family (children up to 16 years of age) to free medical, dental and obstretic treatment, supply of artificial limbs and appliances, and ambulance service and funeral benefits.

These and other acts covering unemployment insurance, workmen's compensation, disablement insurance and old age pensions form the structure of social insurance in Holland. One of the principle differences between the Dutch and our own system is the burden of insurance carried by Dutch employers and workers without state assistance. For the employer, the annual cost of compulsory insurance can amount to over 25 per cent of his wage bill and, with voluntary provisions, to almost 40 per cent.

Welfare Amenities

Notwithstanding this fact there is ample evidence that employers devote much energy to developing welfare amenities for their employees. Canteens, cloakrooms and club houses I saw were of a high standard both in construction and upkeep. Rebuilding has proceeded at a faster rate in Holland than in our own country and there seems little lack of materials to provide such luxuries as club houses. The Dutch love of flowers is very much in evidence and wherever possible in workrooms and lavatories they add gaiety and colour to the premises. Even the pit head baths at the state mines at Sittard have pots of flowers for decoration. Less attention is paid to safety and accident prevention than in England, though the Dutch clog makes an excellent safety boot for some purposes. Overalls particularly did not seem to follow a standard safe pattern. Of course, there are exceptions. The ship yards of Wilton-Fijenoord at Rotterdam, for instance, have their own safety officer, a central safety council and safety committees in each area of the yard representing managers, foremen and workers.

Novel Organisation

I heard little talk of the non-material incentives whilst in Holland. They have developed works' magazines, suggestion schemes, open days as much as we, but except in the more advanced firms, emphasis is on the development of material incentives within the legal limits imposed by regulation. One interesting departure from this pattern is contained in an act dealing with "the corporate organisation of industry and trade" which came into force at the beginning of 1950. Among other things this law sets up organisations similar to our joint industrial councils operating vertically through industry, and also horizontal organisations called industrial corporations embracing firms performing similar functions but not in the same trade or "product group."

These organisations will be bipartite in character but at the top of the pyramid will be a Social and Economic Council consisting of fifteen representatives of the Crown, fifteen of the employers and fifteen of the workers. This Council has been vested with very wide powers in the social and economic fields and it may be that in the near future the relationship between it and the Foundation of Labour will have to be resolved.

At the same time another act was passed making works' councils compulsory in firms employing twenty-five or more workers. These committees will be purely advisory in character and the management's right to take the final decision has been written into the act. The employer or his representative must act as chairman of the committee and candidates for election from the workers can be either union or non-union members. In certain cases the recognised unions have the right to nominate their own candidates but voting is open to all.

Official Membership of Unions — 1.4.50

Netherlands Federation of Trade Unions	**392,200**
Netherlands R.C. Labour Movement	**301,900**
Christian National Trade Union in the Netherlands	**158,900**

One cannot avoid discussing the different position, in Holland, occupied by married women. Industry has tried hard without any greater success than our own, to attract young girls into employment. In Holland, however, the position is aggravated by the fact that it is not customary to employ married women however critical the shortage of labour.

As a result many operations are performed by men and boys which we would normally consider suitable for women. This produces problems in training. The only common training offered to girls in industry, because of their short "expectation of life" is in domestic subjects, useful in the home. Boys, too, if they are engaged on unskilled jobs often find it difficult to acquire the training and experience necessary to undertake a man's job at the age of 18 or 21.

Because of the shortage of skilled women in industry some companies offer "black wages" in order to attract them, but these, however, will die out as the labour demand is satisfied and conditions revert to normal. With ten million inhabitants in 1947 (a higher density than our own) and an increase of 150,000 persons per year, Holland is faced with the need for further industrialisation.

Workdays Lost Through Strikes

	Total	Proclaimed by one of the trade unions associated with the Foundation of Labour.
1919	1,056,800	—
1920	2,354,900	—
1946	681,600	18,253
1947	203,400	1,857
1948	131,400	60
1949	289,400	410

B.I.M. CONFERENCE

DOMINANT theme of the three-day autumn "Oxford" conference of the British Institute of Management at Harrogate was the human element in industry. The theme was set from the outset by the Rt. Hon. R. A. Butler, P.C., M.P. (Courtaulds Ltd., and closely associated with the "Industrial Charter"). Speaking on *Managers of the Future*, he stressed that today a greater responsibility was being placed on managers. The age of paternalism had passed, and it was now of vital importance for managers in both private and nationalised industry to work for a closer identity of interest throughout the whole range of the undertaking. Too little attention had been paid to the human side of industry, and the merits of joint consultation and similar participations had not yet become clear to the workers.

Sir Robert Sinclair (F.B.I.), suggested that one of the most important arts of top management is to know how to use the specialists. The manager must keep the line of authority clear, and the practice of having at least one member of the Board as a representative of the workers was, in his opinion, sheer nonsense—a plain contradiction in terms.

A panel debate, *How can the more responsible workers be induced to stand for election as workers' representatives*, drew speakers comprising a manager (Mr. N. I. Bond-Williams, Aston Chain and Hook Co. Ltd.), a personnel officer (Mr. R. B. Simpson, British Celanese Ltd.), a trade union official (Mr. T. Williamson, National Union of General and Municipal Workers), a shop steward (Mr. D. H. Cornwell, Beckton Gas Works) and an educationalist (Mr. Tom Wylie, Birmingham Central Technical College). It seemed to be generally felt that only by improving the scope and status of joint consultation would more responsible workers be "attracted." Main suggestions were that management must give conviction of their sincerity, and must provide more real meat for joint consultation. The rôle of the foreman was mentioned by many speakers, who pointed out that he was often not represented, and might be put in a difficult position.

Much the same ground was covered in another panel debate on *How can we create an effective sense of common purpose in industry?* Here the speakers consisted of a managing director (Mr. John Williams, Walter Pollard (1923) Ltd.), a personnel officer (Mr. J. O. Blair-Cunynghame, B.O.A.C.), a foreman (Mr. T. C. L. Morley, Lever Bros. and Unilever Ltd.), a clerical worker (Miss Helene Walker, Ten Acre and Stirchley Co-operative Society Ltd.), and a manual worker (Mr. W. Carlisle, I.C.I. Ltd.).

Miss Walker suggested that joint consultation was one of the most effective answers. Pre-requisites for formal joint consultation included a sense of belonging; devolution of responsibility to departmental level; sincerity; facilities for reporting back and consultation; adequate promotion schemes, etc.; and managerial adaptability.

Mr. Morley added two more items—clear and tidy organisation and generally effective communication at all levels.

To the question raised by Mr. Blair-Cunynghame as to whether workers could participate in joint consultation without some sense of responsibility for what was done and decided, Miss Walker replied that it was possible to discuss a wide range of subjects without infringing executive prerogatives.

A strictly practical approach to the subject of joint consultation was contained in a paper read by Mr. W. C. Gibbs (Henley's Tyre and Rubber Co. Ltd.) describing the individual assessment bonus scheme in operation by his company.

The third panel discussion also covered an increasingly important field of personnel management, the ageing population and its implication for management. After the background had been outlined by a statistician (Mr.

E. Grebenik, London School of Economics) and a doctor (Dr. C. A. Boucher, Ministry of Health), Mr. E. S. Baynes (former sales manager, Thomas Hedley and Co. Ltd.), spoke of the problem from the point of view of a retired senior manager who had found retirement a disappointment.

Mr R. T. Chapman (Baker Perkins Ltd.) described an experiment carried out by his firm under which elderly workers from the factory were employed in the office.

The trade union attitude was stressed by Mr. S. C. Hills (Transport and General Workers' Union), who said that workers were not of one mind on the employment of older people. The fear of unemployment still lingered.

The question of training in industry was covered in three papers. Mr. W. Leonard Buxton (Ministry of Labour) asked whether T.W.I. principles were sufficiently applied above the level of foremen or very junior management, and, if not, whether they should be further applied.

Mr. H. F. L. Mavity (Thomas Hedley and Co. Ltd.) described the methods used in his organisation to train salesmen. The selection and training of teachers in management was discussed by Principal J. Wilson (Birmingham Central Technical College).

Govt. Analysis of Bonus Incentive Schemes

AN official enquiry undertaken in April, 1950, showed that about 15,500 industrial establishments had incentive schemes covering all or part of their employees at that date. A questionnaire was sent to approximately 57,500 establishments of whom 51,000, or nearly 90 per cent, replied; of this 51,000 about 30 per cent were operating some form of incentive scheme. *Table A* shows the number of establishments which have, or have not, incentive schemes, together with their size, and the total number of workers employed. *Table B* shows the percentage of establishments with incentive schemes in April, 1950, compared with the position in October, 1949.

In determining the significance of these figures, some explanation is required of (1) the suitability of the establishment as a unit of measurement, and (2) the definition of a wage incentive scheme. The framing of the questionnaire only asked for an affirmative or negative answer. An affirmative only established that some form of incentive scheme was in operation, but did not indicate what kind of scheme it was, nor whether it applied to all or only a small group of employees. A negative answer established the fact that none of the wage-earners in a particular establishment worked under incentive schemes. With regard to the second point, definition of a wage incentive scheme, it should be noted that the straight piecework system was excluded by the terms of the question. This system, the essence of which is a uniform price per unit of work over the whole output, is of course one of the most important methods of payment by results. It is to be distinguished from differential piece work, under which rates per unit of work may be either "progressive," i.e., increasing as output increases, or "regressive," i.e., decreasing as output decreases. In previous enquiries the number of workers paid by (a) time rates, and (b) piece rates or other systems of payment by results was ascertained. The enquiry of April, 1950, therefore covers different ground from that of October, 1949, in that it includes "systems of payment," such as good time-keeping bonuses, merit payment and profit-sharing, which are not directly related to output; but excludes the system of straight piecework which is closely related to output. In spite of this, however, a comparison of the two enquiries is of considerable interest, as illustrated by *Table B*.

Table A

(1) Size of establishment (Number of wage-earners)	(2) Number of establishments with wage incentive schemes other than straight piece work	(3) Total number of wage-earners at work at establishments included in column (2)	(4) Number of establishments with no wage incentive schemes other than straight piece work	(5) Total number of wage-earners at work at establishments included in column (4)
		(000's)		(000's)
Under 11 ...	1,153	8	7,892	47
11- 24	2,597	45	9,346	157
25- 49	3,124	113	7,222	248
50- 99	3,175	224	5,159	357
100-249	3,146	496	3,783	585
250-499	1,290	450	1,362	459
500-999	620	425	502	338
1,000 or more ...	469	1,082	262	567
Total	15,574	2,843	35,528	2,758

Table B

(1) Size of establishment (Number of wage-earners)	(2) Percentage number of establishments with wage incentive schemes (other than straight piece rates) in April, 1950	(3) Percentage number of establishments with payment-by-result schemes (including straight) piece rates) in October, 1949	(4) Percentage number of wage-earners employed on payment-by-result schemes (including straight piece rates) in October, 1949
	Per cent	Per cent	Per cent
Under 11	13	10	6
11- 24	22	19	10
25- 49	30	31	15
50- 99	38	43	21
100-249	45	54	27
250-499	49	62	32
500-999	55	69	35
1,000 or more ...	64	72	41
Total	30	33	31

Basis of Calculations

The criterion of size is based on the number of wage earners only, and does not include clerical, administrative and technical workers. The number of establishments quoted is based upon the number of returns received; this varied greatly in different industries. In some industries returns were received from the great majority of firms known to be in existence, but in others returns were obtained from less than half the firms. In most industries only a small proportion of firms with less than eleven wage earners were asked to render returns. It is estimated that the total number of wage earners covered by the returns represented about three-fifths of the total number of wage earners employed.

Table A shows that the proportion of establishments with wage incentive schemes increases markedly as the size of the establishment rises. This is confirmed by an analysis of the firms which have no incentive schemes where the

(*Concluded on page* 280)

Bonus Based on Effort

THE Target Bonus Scheme operating at the Igranic Electric Co. Ltd., Bedford, relates increased effort to increased earnings. The scheme is based on a cumulative target, reached by adding the monthly targets together, and offering a variable bonus, the amount of which depends upon the amount by which the target is beaten.

The target is determined as follows: (i) at the beginning of the financial year the required productivity per man is decided upon, with regard to past experience and expected improvement; (ii) the number of productive man hours to be worked during the month is estimated, but some effect is given to any difference between actual hours worked in the previous month and the previous estimate. For this purpose, time booked to "idle time" is included in productive hours; (iii) the target is calculated by multiplying the number of productive man hours by the required productivity index, suitable adjustment being made for variation in stock and work in progress. Monthly output is based on sales invoices rendered, *less* sales credits. Whilst the target is determined on the above lines, the setting of the target is the prerogative of the directors.

How It Works

The amount of the single bonus will be (a) for hourly-paid employees, 10 per cent of the equivalent day-work rate for a normal week of 44 hours; (b) for weekly-paid employees, 10 per cent of the gross weekly salary. Monthly-paid staff do not participate in this scheme. The single bonus is paid in respect of each particular month in which the month's output exceeds the month's target, except where a multiple bonus (described below) is paid.

A multiple bonus is paid when the cumulative output equals or exceeds the cumulative target, on the following principles:

(a) **Multiple bonus for *reaching* the cumulative target at the end of month X . . . . = X times the single bonus.**

(b) **Multiple bonus for *exceeding* the cumulative target at the end of month X . . . . by 2 per cent = 1½ times single bonus; by 4 per cent = 2X times single bonus; by 6 per cent = 2½X times single bonus; by 8 per cent = 3X times single bonus; by 10 per cent = 3½X times single bonus, and so on.**

All multiple bonuses are minus all bonuses already paid (whether single or multiple) during the year.

Only those who have been at work throughout the month, subject to absence with permission or for certified illness, can participate. Newcomers and leavers during the month are excluded. Any employee who through such illness, or newly joining the company, misses a month, will, for purposes of calculating multiple bonuses, be deemed to have received all bonuses paid during the previous portion of the current year. Bonuses are paid as early in the month as possible, and all bonuses are subject to income-tax. The scheme is based on present rates of pay operating in the engineering industry, but if there is a National Award varying these rates, the management reserve the right to make reasonable amendments to the scheme.

(Condensed from *Intercom*, October, 1950.)

Four-Point Incentive Plan

VALUE of the incentive scheme operating at A.R.C. Marine Company, Littlehampton, was proved during the war when output rose in one year from 15 to 200 craft. The managing director believes that "the beginning and end of every incentive scheme must be money for work done." The firm pays national trade union rates, but bonus is paid on the actual output of boats. A sum of, say, £500 in earnings per craft is fixed by management for a trial period of three months. At the end of this period the figure is discussed with the workers and it is decided whether or not it is a fair one; the figure is then fixed for the next twelve months. This £500 represents cost of labour only, and is exclusive of cost of raw materials, delivery charges, etc. If the basic hourly wages of the building gang amount to £350, there is a balance of £150 available for distribution as bonus amongst the men. Each week the amount of work done is costed and the men are given their basic wages. When the job is completed they receive their bonus. Whatever the workers save by doing the job more quickly than in the time estimated they are entitled to as a bonus.

Bonus is paid on a unit basis. The various types of workers engaged get their standard rates, but a skilled craftsman gets one unit of the bonus, and a lad a quarter of a unit, but if the lad is efficient and a good worker his share may be raised to half a unit, as the gang will not wish to lose him. Similarly, a good labourer would get a full unit. The ideal is equality of bonus, as all are members of the same team. The managing director maintains that by using their brains and skill to the limit, the men can double their earnings. The men do not work overtime unless it is absolutely necessary, as a double time depletes the bonus. If there is a more efficient way of doing a job, it is adopted at once as it obviously benefits all concerned.

The firm also has an oar-making section, largely operated by women, and a similar scheme operates there, bonus being based on output for footage over the basic rate. This trade was formerly an American monopoly, but this firm has now captured the entire British market.

(Condensed from *Target*, October, 1950.)

Training Salesgirls

THE Formfit Company, Chicago, have invested more than 300,000 dollars in the last six years in a programme aimed at teaching their staff how to sell foundation garments. The plan originated from successful war-time experience in training bomber crews. It was realised then that formal appeals gained no response from the men; in order to gain their understanding and co-operation, it was necessary to talk to them in their own language. Two men, one a writer and the other a cartoonist, were given the job of producing a leaflet which told, in a down-to-earth sort of way, what the Command wanted the men to know.

Executives of the Formfit Company decided to adopt a similar technique, and commissioned these same two men—Porter Henry and John Faulkner—to produce training bulletins for their salesgirls. The bulletins use the language and slang familiar to girls whose job it is to sell corsets and brassieres. Frankness is at a premium, and no blushes are spared. This has a strong appeal, for no one knows better than a salesgirl and fitter that, like Judy O'Grady and the Colonel's Lady, all women are sisters

"Excellent my dear, excellent—the last word in related selling!"

under the skin. Salesgirls are reminded that what a customer basically wants is not a handful of elastic and nylon; she is trying to buy beauty, glamour, sex appeal, comfort, or whatever else appeals to a woman of her type and age. One bulletin entitled — "Customers You've Met . . . Unfortunately!"—is a sort of rogues' gallery of characters, with advice on how to treat them. All bulletins are illustrated (a typical illustration is reproduced below), and they are fun to read. Lessons with a touch of humour are likely to be remembered.

(Condensed from *Sales Management*, October 1, 1950.)

Build-Up Basis

THE following are a few essentials in the build-up of a successful manager or foreman:—

(a) *Leadership*—The majority of people are not only willing but are clamouring to be led into action, and Management must accept the responsibility of leading the whole team into productive activity.

(b) *Selection and Training*—Indications are that we have neglected the need for technical training and that we are in danger of having managers who lack the technological ability to understand, and ask, the right questions in order to control effectively.

(c) *Development Opportunities*—In training ambitious men, see that they have a chance to develop and are not frustrated.

(d) *Applied Psychology*—Have we in Britain debased rather than glorified work—is there no dignity in a job of work?

Production management and engineers must accept the responsibilities of creating the desire for achievement. To realise this objective we can do much more by creating an interest in Industry and a desire of achievement and pride in craftsmanship. We should question ourselves as to the part Industry plays in its social relations with the community and the impression which its employees carry home with them."

(*From a recent talk given by Basil H. Dyson (Works Manager, Hoover Ltd., Perivale) to the Institute of Economic Engineering.*)

GOING UP?

The following conversation between two men discussing the rise in the cost of living was overheard in the canteen:

"I say *everything* is going up," said one.

"Oh, I wouldn't say that," said the other. "For instance, there's your opinion of me, my opinion of you, and the foreman's opinion of us both."

The Britannia Quarterly, November, 1950.

REPORTED IN HOUSE ORGANS

The Bulletin (Johnson, Matthey and Co. Ltd., London) reports the opening of a new canteen for their Haydn Park Works, which is described as "one of the finest-equipped canteens in London," and provides a hall suitable for social functions.

Ingot News (Richard Thomas and Baldwins Ltd.) carries news of production, sports and social activities in various units of the organisation in Wales and the Midlands. These range from an account of the company's contribution to the export drive to a conference of canteen managers, and from lecture courses for steel operatives to preparations for the annual pantomime.

National Post (National Cash Register Co. Ltd., London) reports on an education project undertaken by some of their students. The group decided to investigate that phase of British history known as "the Industrial Revolution." An outline of the period to be covered was given by the tutor, and various aspects of the subject were allocated to individuals or pairs of students for research. These included such matters as early machinery and inventions, factory conditions and reforms, roads, canals, railways, etc. The assistance of the local Public Library was obtained and the information gained then had to be assembled into a booklet. All notes were drafted into article form, and typed. The rough copy having been completed, it was then stencilled, including appropriate illustrations, and bound into booklets. This project provided a fine opportunity for these young people to discover for themselves how existing social conditions arose, as well as adding interest to the practical exercise in assembling and writing up facts, typing and stencilling.

Stantonian (The Stanton Ironworks Co. Ltd., Nottingham) reports a meeting at their Club House, presided over by the deputy managing director, at which the Mayor of Derby presented gold medals to twelve Stanton employees in recognition of their fifty years' membership of the National Union of General and Municipal Workers. Several recipients not only had fifty years' membership of the Union, but also fifty years' service with the firm. The Mayor, referring to the happy relationship which had always existed between the company and its employees, recalled that there had never been a strike at Stanton.

Vauxhall Mirror (Vauxhall Motors Ltd., Luton) reports that one of their customers, to mark their twenty-first anniversary and nearly twenty-one years' association with Vauxhall Motors, has presented the company with a silver cup to be given annually to the best apprentice of the year. The cup will be awarded on the basis of educational progress, and progress in the works, including sports, social and cultural activities. The customers have generously agreed to give a replica of the cup each year to be kept by the winning apprentice.

West Midlands Gas Board Magazine, carries an article by their Industrial Relations Officer on the subject of consultation and negotiation. Two bodies have been set up by the Gas Council under the 1948 Act—the National Joint Industrial Council and the National Joint Council for Gas Staffs, with area councils for works and staff. A third Joint Council will shortly be formed for senior staffs. A Tri-partite Committee deals with intermediate grades, and there are recognised terms and conditions for craftsmen and other designated grades. The National Council provides means for consultation and negotiation on questions of wages, hours and conditions of working, and the initiation of measures affecting health, welfare and safety of employees. Area Councils are bound by decisions of the National bodies.

Ideas in Brief

W. G. Grant and Co. Ltd., Dundee, have produced a bright and attractive handbook called "Grant's Guide" for the information of new employees. In words and pictures it tells the history of the firm, and its place in the jute industry as well as the practical details of everyday life in the factory, of health and welfare and social facilities, wages, Income-tax, hours of work, etc., and including a plan of the works. A pocket at the back of the booklet holds leaflets on safety and savings, and a management "who's who."

Wallis and Linnell Ltd., Kettering, have produced a most interesting book on "The Art of Dress." It covers the whole art of producing and selling men's and women's wear, from the selection of suitable materials to suit the customer's physical type and colouring, through all the technicalities of cutting and tailoring to the final sale of the finished garments. There are chapters on how to measure, how to fit, how to make alterations, details relating to different types of garments, materials and their uses, and trimmings. Another important point not forgotten—how to make up the order sheets!

Employees of the Ford Motor Company Limited, Dagenham, have had a private motor show. Two models —the *Consul* and *Zephyr-Six*—exhibited for the first time at the Earls Court Show, were on view in a marquee in the factory grounds, together with exhibits of the engines, braking system, gear-box, etc., illustrating their construction. In this way employees gain in advance a clear picture of the results of the efforts they will be called upon to make when these cars go into production.

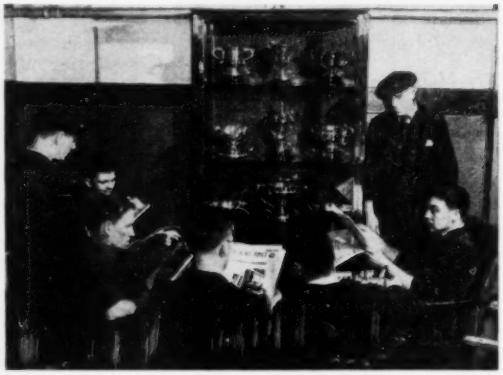
Scots Carpet Firm Plans

Welfare at Top Level

Some years before his death, Mr. Frederick H. Young, senior partner of James Templeton and Company, wrote of welfare's place in industry the following: "We are coming to realise that the aim should not be merely to add to the material wealth of the community by the articles manufactured, but to enrich the lives of all engaged in producing such articles.

"Those in control of an industrial firm are in the position of trustees. They are responsible for seeing that the public are well served by the excellence of the goods manufactured. They are responsible also for the opportunities being given to workers to lead a life of health, interest and happiness. There can be no true prosperity in an industry apart from the well-being of those engaged in it."

By OLIVER BLAKE



In Templeton's Men's Club: trophies belong to firm's Sports Group

THIS was a concise interpretation of personnel welfare as applied by his firm since its founding in 1839. It is half-jokingly said of Templeton's that their first welfare supervisor was the original Mrs. Templeton. In support of this they point out the cookery and sewing classes which she conducted in an attempt to enlighten the drab lives of her husband's employees.

But the true beginning of the Templeton welfare and social schemes was the Workers' Savings Bank. Founded in 1883 the Bank was the firm's first venture into the welfare field. The workers approached the new idea with caution; after two years only £225 had been deposited. Today the bank is responsible for £170,000 and in 1947 a separate Trust Company was formed, in order to keep deposits separate from the normal finances of the firm. Asimple system of deposit and withdrawal encourages the use of the bank, while the four per cent interest —more than a commercial bank will allow—is a great incentive. Security investments are held against the deposits while as additional security the directors themselves accept a personal liability.

Based on Thrift

"Thrift," again to quote Mr. Young, "is one of the forms of encouraging sturdy individuality and independence," and in this direction Templeton employees do not lack for encouragement. The Girls' Mutual Benefit Society, for instance, provides marriage grants, sickness allowances, and long service grants to female employees. The girls contribute 3d. per week, and in return they receive 5s. per week during illness up to the age of 18, and 9s. per week over this age; marriage grants rising from £3 for five years' service to £8 for fifteen years; and long service grants which are paid entirely by the firm under the auspices of the Society. These amount to £15 for sixteen years' service.

A similar scheme is in existence for male employees. In their case contributions are 6d. per week, and the facilities extended are an allowance of 2s. 6d. per week for children of school age, paid during time of ill-health, plus 15s. per week for the employee. Contributions are, where necessary, subsidised by the Benevolent Fund.

This fund, which has a capital of £33,000, was built up from gifts from various partners in the firm. Although the trust is used to subsidise other schemes, its main purpose is the alleviation of hardship among employees and ex-employees. A committee of workers' representatives meets to consider cases of financial need which have been brought to their notice and recommendations are then passed to the Trustees (four directors) for approval. In nearly all of the Templeton enterprises the directors, as well as the welfare section and the workers, take a direct hand. Thus everyone in the firm is actively concerned in one scheme or another.

Members of the Board are Trustees of the Provident Schemes, which provide monetary sums to male employees, salaried and weekly waged, at the time of their retirement.

Salaried staff contribute three per cent of their salary, and this is doubled by the firm, the joint sum being invested in securities which carry four per cent interest. On retirement the sum to the employee's credit is converted into an annuity by purchase from an insurance company or by grant from the Trustees. Should he die his credit is passed to his representatives.

Weekly wage-earners contribute 1s. per week to the Provident Fund and contributions are allowed to accumulate under a four per cent interest. On retirement an amount equal to such deposits, plus interest, is added to the total by the firm. In the case of a weekly-paid employee changing his employment he is repaid his contributions, plus interest, plus a grant from the firm which is dictated by the length of service. For instance, after sixteen years' service he would receive one quarter of the total amount "due" to him by grant. A salaried employee in these circumstances would receive repayment of contributions plus interest, but less income tax (one quarter the usual rate). Except where a girl leaves to be married, duplication of contributions by the company is withheld.

Salaried employees have also a Group Assurance Scheme to help provide for their old age. Organised in collaboration with a well-known assurance company, premium payments are deducted from employees' salaries and forwarded to the assurance company under a five per cent deficit. Originally this deficit was held in abeyance to continue payments on behalf of any employee who fell ill. So few calls of this nature were made upon it, however, that it is used instead to enable employees to call in specialists when they are ill.

Health and Hygiene

All the Templeton welfare facilities, however, are not financial. They have a separate welfare section in each of their eight factories, a lady supervisor being in charge of each section. In her own factory a supervisor is responsible for ventilation, cleanliness, hygiene, working conditions, sick visiting, convalescent home recommendations, issue of saving stamps and certificates, supervision of canteens, issue of protective clothing, collection of holiday and benefit fund contributions, supervision of first aid and ambulance rooms, and sports funds.

Each factory is visited regularly by doctors, dentists, and chiropodists, and a nurse is constantly in attendance in the first-aid rooms There are five canteens where employees can get three-course lunches for 1s. a day, or an all-in payment of 4s. 6d. per week. The Welfare Centre has a Men's Club, open in the evening during winter, and a main hall which serves as a stage for the company's concert groups; it also does duty as a dance hall on social occasions, and as an Exhibition Hall for flower shows, and the annual show of the Camera Club.

Sports fans have formed amongst themselves, hockey, tennis, bowling, football and badminton clubs and Keep-Fit groups. In 1924 Templetons bought 25 acres of ground on the outskirts of Glasgow and laid it out as playing fields with one bowling green, six tennis courts, and three hockey pitches. The Recreation Trust, with an invested capital of £600 helps to maintain the playing fields, the disbursement of the income being at the discretion of the four Trustees.

Other Features

Around the playing fields the firm has erected thirty-six houses which were sold to employees who were lent the original purchase price by the company at a charge of three per cent.

For the more æsthetic types there are—in addition to the camera and concert clubs—a Gramophone Society, an Art Club and a Bridge Club. "The Templetonian," a four-colour magazine published twice yearly, is open to contributions from those with literary aspirations.

Many of the Templeton Schemes have been rendered possible by the generosity of former partners and directors. The Convalescent Home in Ayr, for instance, which was opened on October 14th (*see our issue for last month*) was bought with £60,000 left for the purpose by Mr. Frederick H. Young. The Home houses six men and twelve women.

Another enterprise which was founded on donations from a former partner is the "Goodwill Trust," with a capital of some £204,000. The income is applied in making grants to charities in Glasgow and the West of Scotland with priority to the firm's own Benevolent Trust and the Convalescent Home.

Templeton's chiropody service is much appreciated by workers

TRAINING SCHEMES FOR SHOP STEWARDS

NEW feature of this winter's educational programme of the Midland Area of the Transport and General Workers' Union is a week-end residential course for women shop stewards, which will be held at Westham House, Barford, Warwickshire, in February next. In January next the Union will commence courses in factory administration for shop stewards in the Department of Industrial Administration at the Birmingham Central Technical College. These courses will provide an intensive study of industrial organisation and management, industrial relations, industrial law, time study and job evaluation. The syllabus has been arranged in consultation with Mr. T. Wiley, deputy chief of the Industrial Administration Department of the College.

Day schools for shop stewards have been arranged at the Midland headquarters of the Union, Transport House, Broad Street, Birmingham.

Films Attract Scots Apprentices

USE of films to attract suitable apprentices—and use of sporting and other welfare activities to hold them—was outlined by W. D. Lorimer, joint managing director of North British Locomotive Co. Ltd., at the showing of "The Right Choice," a film designed to attract recruits. This film, the second to be sponsored by the company, outlines their apprenticeship scheme and is an ideal method of encouraging interest among prospective juniors.

Big headache in this film is the loss of potential recruits into blind alley jobs before the age of 16 and the fact that apprentices tend to change their minds in the middle of their training. The company's pre-apprenticeship scheme has, however, materially assisted in meeting this problem.

How Partnership Runs Successful "Works" Library

"P.M. & W." photo of the John Lewis Partnership Library described by Lawrence Dopson below

THERE are, in fact, two libraries, belonging to the John Lewis Partnership, retail stores group with around 13,000 "members," one of which is known as the "College" Library. Consisting of a large number of books of general or humanistic interest, catalogued according to the Universal Decimal Classification of Dewey, this was built up when the Partnership ran a staff college. When this was closed down it was found, for reasons of space, impossible to house it with the other library and the collection is now stored in the office of Miss M. Winnett-Day, the firm's Social Secretary, who supervises the borrowing of its books. The other library was originally called the Technical Library, but its scope is now by no means so limited as this term would imply and its name has been changed to the "Partnership's Library." Both libraries come under the final authority of the Director of Personnel, who is Chairman of the Library Sub-Committee, but the Partnership's Library functions under the ægis of the Head of Vocational Training, Mr. E. Pennell. The Partnership's Library contains about 1,800 volumes, and has a staff of three—Mr. Owen Dixson the librarian, his secretary and a junior assistant.

Wide Choice

The building up of the Partnership's Library to serve the dual purpose of providing technical literature in the widest sense needed by members of the staff for their work or training, and for general reading matter, owes much to the enthusiasm of the librarian. One method which he introduced, on the suggestion of Mr. Pennell, to stimulate interest in the Library, is the circulation of boxes of books among branches of the Partnership. At present there are three such itinerant boxes, each containing forty to fifty books selected by the librarian, and each assigned to a branch for three months under the direction of the Staff Trainer or Registrar.

The value of any library depends to a large extent on its cataloguing. Most modern libraries are catalogued on the Dewey system, under which each subject section is given a number and is divided into appropriate sub-sections. This method was not adopted by the Partnership's Library for several reasons, one being that it was thought easier, as some of the work would be done by junior assistants, to adopt an alphabetical subject arrangement instead. The books are divided into sections alphabetically from Accountancy to Textiles and Toys and Games. Each section is denoted by a symbol, generally the first two letters of the word (e.g. AC for Accountancy), and each book is given an accession number within its group (e.g. AC1, AC2, etc.).

It is true that with such a system clashes soon arise (thus, both Architecture and Art in Industry begin with AR, so that AR is retained for one, but ART is given to the other). Second, an alphabetical arrangement means that books are not arranged in logical sequence, thus Electrical comes next to Fashions and Government Publications to Haberdashery. But it is a system which works well, and undoubtedly the U.D.C. is best suited for very large libraries, with many books in each section. For a very small work's library an author-catalogue on cards could provide a simple record, but indexing under subject adds to the value of a library and ease of use.

Mr. Dixson has drawn up a very good annotated catalogue, cross-indexed according to title. A new edition of this is prepared every two years or so when duplicated copies are issued to the higher grades of staff, and Addenda are issued periodically. This catalogue gives an indication of the scope of the Library for the titles listed cover such a variety of subjects as corsetry (under fashions), management, psychology, sociology, statistics, history and political theory, and gloves; the collection of books on furniture is one of the best in London.

Detail Organisation

Each book, when acquired, is stamped and given a catalogue classification and accession number, as explained. It is also indexed according to author and subject in two loose leaf files which Mr. Dixson keeps in the Library. A card is also made out with the accession number, title, author, publisher, market price and price paid (if obtained at trade discount). This card serves as the record for borrowers. There are two drawers marked "in" and "out," each having tab cards with the class letters. The card is normally kept in the former drawer, but when the book is borrowed the card is removed, the borrower's name and date is entered, and it is put into the "out" drawer. When the book is returned the card is removed, the date of return entered, and the card returned to the "in" drawer. A ledger containing the names of branches and the books dispatched there serves as a counter-check on borrowings. There is a stocktaking of all books every six

(*Concluded on page 274.*)

Two Productivity Reports

(1) ELECTRICITY SUPPLY

REPORT of the Anglo-American Productivity Team states that productivity in an industry like electricity supply can best be defined as the provision of the best service to most people at lowest cost. Americans are keen and experimentally minded, which may account in part for their rapid and continuous technical progress, their inclination to use machines and tools to ease labour and produce more. There is a highly developed sense of service to the community amongst employees. All company undertakings have personnel departments. Recruitment is carefully organised, considerable reliance being placed on intelligence, personality and aptitude tests. In general there is no title to promotion based on experience outside the undertaking; seniority of service is the main consideration. Job training is usually undertaken within the operating department and is done by supervisors, but the personnel department takes responsibility for overall policy. Apprentice training schemes as we know them are not usual. Great importance is placed on the training of supervisors, which consists of: (a) courses in basic supervision; (b) courses in human relations in industry; and (c) supervisors' conferences. Joint consultation operates in all the undertakings visited by the team. Supervisors and employees are kept informed of company policy and projected developments through monthly magazines, stockholders' annual report and other literature.

(2) MANAGEMENT ACCOUNTANCY

ACCORDING to the report of the Productivity Team, "management accountancy" is the presentation of accounting information in such a way as to assist management in the creation of policy in the day-to-day operation of an undertaking.

Emphasis is laid by the team on the significant part played in America by efficient management. In their opinion "the greatest single factor in American industrial supremacy is the effectiveness of its management at all levels."

Through Application

The effectiveness of American management and accounting rests not on technical superiority but on their thorough application of techniques which are as well known in Britain as in the United States. The Team believes that competition has had a considerable effect on American management's attitude to accounting, and recommends "that an investigation be made by an independent commission into the extent of price agreements, quotas and restrictive practices, and that consideration be given to the effect these are having on technical development and on the cost of production in the country." The Team makes a number of recommendations regarding improved methods and use of accounting in Britain, and concludes with a review of education for management in America with special reference to courses at Business Schools and Universities.

The Urwick Management Lectures

A LECTURE discussion course for directors and senior management, organised by the Department of Industrial Administration at Birmingham Central Technical College, was held on November 6-10, last. The course was sponsored by the local centres of the Institute of Industrial Administration and a number of similar management bodies. The speaker was Lt.-Col. L. Urwick, and the subjects dealt with were: The Foundations of Administrative Thought; The Elements of Administration; Organisation; Administration and Leadership; Making on Executive Team. About 250 members attended the course and were given a Civic Reception by the Lord Mayor of Birmingham.

Pre-War Trade Practices Still Deferred

A BILL has been passed through the House of Commons which in effect defers the restoration of pre-war trade practices. The Bill is designed to remove anomalies in connection with the operation and duration of the Pre-War Trade Practices Act, 1942, which required employers to restore within two months of the end of the war, certain trade practices departed from during the war. Many examples now exist: women are doing work in engineering and transport formerly done by men; a great deal of unskilled labour has been brought into certain industries and some of it has been taken into union membership.

National Joint Advisory Council has recommended that steps be taken to empower the Government to fix an appropriate date in the future when the application to restore pre-war trade practices should come into effect, instead of the present "deadline." Powers should also be sought to exclude from the operation of the 1942 Act all departures from pre-war practices which have occurred since the end of actual hostilities, i.e., since August, 1945.

Higher Education In Technology

FIRST report of the National Advisory Council on Education for Industry and Commerce contains proposals for the establishment or development of courses of a high standard in technology; the creation of new awards of degree standard; the establishment of a Royal College of Technologists to approve such courses and grant awards.

The views of 145 different organisations have been considered, and in a foreword to the Report the Minister of Education states that he will welcome and consider any comments made to him, before taking a decision on the recommendations of the Council.

Tin Box Wages Council

THE Tin Box Wages' Council has submitted a claim to the Minister of Labour and National Service for the amendment of existing Orders to provide an increase in statutory minimum remuneration of 2d. per hour for men over 21 years, 1d. per hour for women over 18 years, and proportionate increases for juveniles. The Council also proposes that annual holidays with pay be increased from six working days to twelve working days in the case of six-day workers who have been employed for not less than 48 weeks before the holiday season, with proportionate holidays for workers who have been employed for less than 48 weeks and for those who work five days or less each week.

Rearmament and Industry

THE National Production Advisory Council on Industry has set up a sub-committee to discuss with Ministers the problems arising from the defence programme. This will consist of about eight members, representing the Federation of British Industries, the British Employers' Confederation and the T.U.C.

EIGHTY University Scholarships have just been awarded by the National Coal Board, fifty-nine to miners already in the industry and twenty-one to boys leaving school, who intend to make a career of mining. Nearly all the awards will enable students to read for degrees in mining engineering.

LATEST WAGES NEWS

BUILDING—The introduction of a national agreement for a payment-by-results scheme for the building industry is being considered by the Government who hope that it will operate very shortly.

CIVIL SERVICE—A wage increase of 8s. per week to men and 6s. to women, has been awarded to temporary clerks in the Civil Service. A claim by the Society of Civil Servants for an improvement in the scale of pay of executive officers employed in Government Departments has been rejected by the Treasury.

CLERICAL WORKERS—The Civil Service Clerical Association is convening a meeting of representatives of clerical workers' organisations to discuss the comparative decline in earnings and standard of living of clerical workers, and to decide what action can be taken.

ENGINEERING—The National Arbitration Tribunal has written to both sides of the engineering industry suggesting a basis on which they might negotiate their present wage claim. The suggestion follows the main lines of the employers' offer of September 20, but extends the increases to a greater number of workers. The Tribunal proposed a minimum rate of 100s., which means an increase of 8s. for unskilled workers, and 118s., an increase of 11s., for skilled workers. It is suggested that not only unskilled workers on the present minimum of 92s. a week should get the increase, but all those whose earnings do not now exceed 98s. a week, while those earning between 117s. 2d. and 128s. 2d. a week should be brought up to 128s. 2d. a week. There will still be many time workers, with bonus rates that bring them above 106s. in the case of unskilled workers, and 128s. 2d. in the case of skilled workers, who will not benefit. Corresponding increases for semi-skilled workers are suggested, and individual merit rates are not affected, nor is there any new suggestion for pieceworkers. The Tribunal has not issued a formal award. It stated that it was fully aware of the complicated nature of the wage structure of the industry, and proposes that the parties try to reach an agreement on the lines suggested. If this fails, however, the Tribunal will make its own award.

LOCAL GOVERNMENT—The National Association of Local Government Officers is to submit a claim for an increase of 20 per cent in the salaries of 150,000 members in local government service in England and Wales. The National Joint Industrial Council has awarded an increase of 5s. 6d. to men in local authorities' non-trading services bringing the minimum wage up to £5 5s. 6d. per week.

MINING—The National Union of Mineworkers has awarded an increase of 5s. a week in the minimum rates of all adult workers, and 5s. to 8s. a week to youths between 15 and 20, out of the sum of £3,500,000 awarded them by the National Reference Tribunal.

The Scottish area of the National Union of Mineworkers has expressed dissatisfaction with the award, and has asked its executive to consider a new wage claim.

POST OFFICE—Assistant controllers in the telegraph branch of the London telecommunications region have received a salary increase of £50 a year.

PRINTING—The London Master Printers' Association and the London Society of Compositors have entered into a five-year agreement providing a weekly minimum of £7 15s. for hand compositors. The agreement does not include piece workers for whom it is hoped to secure a separate agreement. Compositors' wages will be increased 1s. a week for every point rise in the index of retail prices above the present figure of 114, or decreased for every point fall in the index down to 114. The parties have also agreed to an intake of 220 additional apprentices during the next twelve months. The matter will be reviewed annually and adjusted if unemployment among journeymen exceeds 2 per cent. Experiments are also to be made on systems of payment by results.

RAILWAYS—The National Union of Railwaymen has accepted proposals made by the London Transport for pay increases to gangers of the permanent-way department.

SEAMEN—The National Union of Seamen are to ask shipowners for an immediate increase in seamen's wages. Recognition of the principle of a 48-hour week is also to be pressed through the National Maritime Board.

TEACHERS—The Burnham Committee on Teachers' Salaries has recommended that the basic scale of qualified men assistant teachers be increased by £75 a year throughout and the corresponding scale for women be increased by £68 a year at the lower end of the scale and £60 at the upper end. Annual increments in both scales would be increased by £3. Additional payment to graduates would be double that now given but special recognition of first-class honours degrees would be abolished.

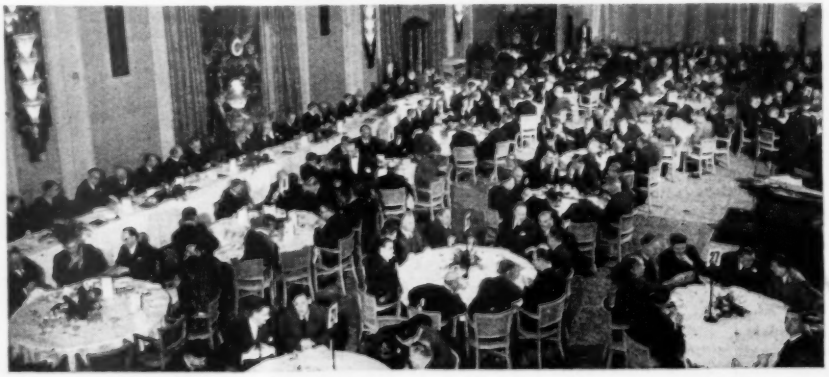
TRANSPORT—The passenger section of the Transport and General Workers Union is considering the submission of a new claim for London tram, bus and trolleybus employees. Their recent claim for a sick pay scheme was rejected by an arbitration tribunal.

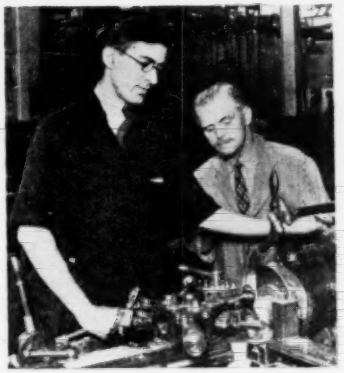
Civil Engineering Dispute Committee

THE Minister of Labour has appointed a committee to inquire into the claim of the Federation of Building Trade Operatives that building craftsmen and attendant labourers employed by members of the Federation of Civil Engineering Contractors should receive the same rates and conditions as those governing corresponding work in the building industry.

Praise for Firm's Worker

SPEAKING at the firm's Motor Show dinner to service agents from all over Britain, Mr. J. S. Wrigglesworth, direc- and general manager of Oldham and Son Ltd., paid spontaneous tribute to the workers. They were the foundation upon which the whole structure of their business was built. A cabaret show followed the dinner which was held at the Park Lane Hotel





TRAINING BLIND WORKERS

ANNUAL report of the National Institute of the Blind quite properly stresses the work which has been done to get the blinded worker (more especially the recently blinded) back on his own feet and able to play his part in production.

We illustrate two workers who after "re-adjustment" at America Lodge, Torquay—approved by the Government—are getting back into harness: *left*, a trainee on a capstan lathe at Letchworth; *right*, a blind dictaphone typist in Whitehall.

Reinstatement In Civil Employment

THE new Reinstatement in Civil Employment Bill makes further provision for safeguarding the employment of persons who have served or are liable to serve in the Forces.

The National Service Act, 1948, guaranteed reinstatement to men called up for full-time national service. The new Bill extends this right to men and women members of the Reserve or Auxiliary Forces called up or recalled for full-time service at any time after July 15, 1950. It also proposes that the right of reinstatement should be given to national service men who, between July 15 and October 1, 1950, voluntarily undertook up to six months' additional full-time service.

The Bill also proposes that persons granted Commissions, who have no reinstatement rights under existing legislation, should have the same right to reinstatement in civil employment as other ranks. The Bill is also to apply to Reservists called up for the Korean campaign, who have been allowed to return to civilian life through being medically unfit or for some similar reason.

Institution of Works Managers

THE Minister of Supply, addressing a meeting of the Institution of Works Managers recently, said "The status of the works manager has not been fully recognised hitherto, but those Ministers in charge of Government departments concerned with industry realise that works managers are making a vital contribution to the economic recovery of the country. By helping works managers the Institution of Works Managers is therefore playing an important part in industrial progress."

Mr. Strauss referred particularly to the value of works visits sponsored by the Institution, and deprecated the tendency in the past to restrict the flow of information between different factories.

The aim of the Government was to maintain and advance the standard of living of the nation. The needs of the export drive and the burden of rearmament demanded greater productivity, which, as far as works managers were concerned, meant hard work and the application of the best management techniques. The recovery of the country since the end of the war had been phenomenal, and its increase in productivity greater than that of any other nation, including the United States.

Effective Communication In Industry

A CONFERENCE, organised by the British Association for Commercial and Industrial Education, was held at the end of October at Ashorne Hall, Leamington Spa, on the subject of "Effective Communication in Industry."

The opening address was given by Mr. Howard Marshall (Director of Public and Personnel Relations, Richard Thomas and Baldwins Ltd.), who spoke on "Training for Effective Communication." He stated that communications *downwards* were not only transmitted by word of mouth, but also by the action of management in implementing its policy. Communications *upward* would also be blocked if trust were lacking, and communications from the shop floor to top executives were important to the well-being of an organisation. A third method of communication was communication *inwards*, meaning those methods of communication which develop in a community when all levels of the organisation are mixed together, e.g. the staff outing, sports and social meetings. Fourthly, communications *outward*, all those methods of projecting an organisation and its products upon the outside world, i.e., public relations.

Sir Stephen Tallents spoke on "The Art of Public Relations," and said that "ideas were of all freights the most important," yet little ability and meagre resources were still too often employed in the transport of ideas. A modernised system of communications needed to be developed, not only for purposes of and exchange of national or international ideas, but in the day-to-day traffic in the workshop and factory.

Dr. B. Ifor Evans dealt with "The Use of English." He stated that many of the troubles in industry and commerce today were due to absence of communication. It was startling to find how little men and women inside large organisations knew of the working of the organisation as a whole. The word is the most essential form of communication, whether written or oral, and the use of language in industry and commerce Government departments, and needed reform. Universities had done little with this problem; what was needed was a separate Institute of English.

THE Ministry of National Insurance have issued a reminder that rates of contribution for national insurance are to go up in October, 1951, by 4d. per week for adults and 2d. per week for young workers. The increases, to be shared equally by worker and employer, are an actuarial necessity to meet the cost of retirement pensions for an ageing population, and are laid down in the National Insurance Act itself.

Safety by Cartoon!

ALL drivers in the transport fleet of T. Wall and Sons Ltd., ice-cream and meat products manufacturers, of London, Manchester and Edinburgh, are now receiving a "safety first" cartoon in their weekly pay packets.

Wall's have prepared a series of eighteen cartoons to encourage safe driving by illustrating the penalties of not observing the Highway Code. A typical cartoon is captioned: "Let the blighter wait—I'm just as fast as he is."

"You are Wall's ambassador," the men are told in one caption. "Your driving manners reflect, for good or evil, on the company. Most people, including other drivers, respond to courtesy."

Wall's will this year once again pay Christmas bonuses of £5 to each driver who has had an accident-free year. Deductions are made for each accident and vary according to whether the driver was to blame.

PARLIAMENTARY PARAGRAPHS

Rearmament Programme (Manpower)

THE Minister of Labour was asked what steps had been taken to divert under-employed labour to those factories needing manpower for rearmament purposes.

Mr. Isaacs stated that he was in consultation with both sides of industry as to the best means of meeting labour needs of the rearmament programme. Under-employed workers who wished to transfer to work on rearmament could do so through their employment exchange.

(*November* 7, 1950.)

Lodging Allowances

THE Minister of Labour stated that a worker who has dependents to maintain may be paid a lodging allowance if he accepts approved employment away from home.

(*November* 7, 1950.)

Call-Up

THE Minister of Labour was asked if he would make a statement as to the liability for call-up for training and in an emergency of men aged less than 26 years who were in reserved occupations during the late war.

Mr. Isaacs stated that these men were liable for call-up under the National Service Acts. In 1946, however, it was announced in a White Paper (Cmd. 6831) that men born before 1929 who were not called up before the end of 1946 would, with certain exceptions, not be called-up. Their liability was not therefore being enforced. These men were not trained soldiers and could not be used in an emergency like Reservists. They would, however, be called up in their age group under whatever arrangements operated in the event of an emergency.

(*November* 7, 1950.)

Employment (Working Hours)

IN reply to a question, Mr. Isaacs stated that since August, 1945, 8¼ million wage-earners had had their normal weekly hours reduced by about three hours on the average.

(*November* 9, 1950.)

C.D. in Industrial Establishments

THE Secretary of State for the Home Department was asked when instructions may be expected as to Civil Defence arrangements in industrial establishments, and also as to the relationship between Civil Defence personnel in such establishments and the local authority.

Replying for the Minister, Mr. de Freitas stated that plans were now being worked out with representatives of both sides of industry, but meantime men and women could join the local authority Civil Defence organisation and gain the necessary training.

In a statement on air-raid shelters, Mr. Ede said that the provision of shelter in industrial and commercial establishments would come within the scope of discussions on Civil Defence now proceeding with representatives of industry and commerce. Two memoranda on the planning and provision of air-raid shelters would be issued to local authorities within the next few weeks.

(*November* 9, 1950.)

Building Manpower

THE Minister of Works was asked what was the total building force at the latest convenient date; and how it was apportioned to new house building, house repair and civil engineering.

Mr. Stokes stated that the total building labour force at September 1950, was 1,068,000 operatives; 23.8 per cent were engaged on new house building; 25.8 per cent on house repair; and 50.4 per cent on all other work, including civil engineering.

(*November* 13, 1950.)

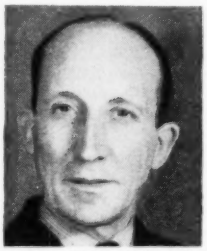
Manpower

REPLYING to questions on the decline of manpower in the mines, the Minister of Fuel and Power stated that although more men had been recruited for the mines this year, more men had also left. The Government was considering what steps could be taken to prevent this wastage, to induce exminers to return to the industry and to improve recruitment. The Coal Board were conducting a scientific inquiry into the reasons why men were leaving the pits.

(*November* 13, 1950.)

Miss Kathleen Proud, appointed General Secretary of the London Council of Social Service, succeeds Sir Herbert Thompson, C.I.E.

"William Hyde" Award



The "William Hyde" (Nuffield Trust) Award of £300 for 1949-50 has been given to Mr. H. H. "Pat" Newell, rehabilitation superintendent, Vauxhall Motors Ltd., for outstanding work in occupational therapy. This is the first time the Award has been made to a layman and is a remarkable tribute to industry's part in rehabilitation. Over 1,500 patients have been under Mr. Newell's care both in the famous Luton "Rehabilitation Shop" and outside in the works

New I. o. W. Secretary

MR. W. H. JUSTER (*above*) has succeeded Mr. P. J. Hitchcock (*right*) as Hon. General Secretary of the Institute of Welfare. He has until recently served as Membership Secretary and has been Welfare Officer of the Beckton and Southend Gas Works of the North Thames Gas Board (3,800 employees) since 1946, having joined the Gas Light and Coke Co. twenty-six years ago. During the war he served in the Royal Marines.

Mr. Hitchcock, secretary since 1945, becomes a vice-president of the Institute, an honour which he has amply earned by his pioneering efforts.

Insurance Company's Accident-Prevention Service

Industrial Safety makes two appeals to modern management, both equally compelling. The first is, of course, humanitarian; the second is economic. Description of a novel Accident-Prevention Service, the only one of its kind in Britain, stresses the production efficiency of adequate safety precautions and indicates how this approach is merged with the ideals of modern industry.

IN the United States it is the recognised practice for Plant Safety to be accepted as the joint responsibility of three groups—the management, from the highest level downwards; the labour-force, working through the various Unions and Brotherhoods; and the Insurance Companies—and the second and third members of the partnership are equally concerned and equally responsible for the creation of the optimum safety atmosphere. Every angle of publicity, of training and of precaution is developed all over the U.S.A. by union "Nationals" as well as "Locals" and by the great insurance companies on whom falls the financial burden of meeting whatever claims are made.

In Britain the Trades Unions as a whole are capable of much influence for the good of the "Safety Movement," from top to bottom of their organisations. They are not *officially* responsible for the safety of their members as in the States, but they can exercise a very real power behind the scenes. The insurance companies are also not openly concerned with the problem of prevention, although the annual cost to them must run into many hundreds of thousands of pounds. Even under today's regulations, when "Workmen's Compensation" is a thing of the past, they are faced with the problem of assessing claims under the Common Law. It has already been shown that such settlements will be on an increasing scale.

The Harsh View

Of course, Insurance Companies have one remedy—they can refuse to renew the policies of a firm with an outstandingly bad accident record, but it is obvious that so severe a sanction will not lightly be imposed. They have no other remedy whatsoever except the progressive hardening of rates, which is also unpopular. It is curious, therefore, that there appears to be only one company in the whole of Britain that has attempted any constructive answer to a problem that is for them as serious economically as it is wasteful of industry's production.

The Midland Employers' Mutual Assurance, with more than fifty years' experience of Workmen's Compensation business with its manifold problems, has set itself, with considerable success, the task of bringing to its many hundreds of clients the added advantage of the most expert advice on Accident Prevention, and in the last seven years has developed a department that covers every industry in the country. The service is purely voluntary, but there are few managements who have refused to take advantage of the offer, whether they had already some form of Safety Organisation in their works or not. In actual fact, a great many Safety Officers and Accident Prevention Committees have become most enthusiastic supporters of the Scheme.

Basically the idea is that of a panel of experts who are available to go anywhere at any time and are competent to assess the hazards of every type of industry and make the appropriate recommendations. All these men have a practical and/or technical background and can therefore speak with real authority on most production problems. Each has specialised in one or more industries and has a national experience of technical know-how in addition to the facility to sum up potential dangers which comes from long practice.

The team is headed by a manager whose experience covers United States and Canadian techniques as well as those of this country. He has also the Insurance background that enables him to appreciate the financial problems which face the Board—or the Company Secretary—when balancing safety cost against performance. Naturally every member of the Department is well versed in factory law and its requirements.

How It Works

On a request for the Company's advice a meeting is arranged with the board of the client-firm or with the chief executive officer, when the principles, economic, human and actuarial are agreed, i.e. the firm and M.E.M.A. decide what is best to be done to maintain (or increase) production, to avoid suffering and distress and to keep down claims to the minimum by preventing their occurence. It is customary for the Safety Officer or Engineer, or some representative of the works Accident Prevention Committee to be called in as early as possible and every attempt is made by the Insurance Company's representative to see that all points of view are taken into account *at the beginning*.

Eventually the insurance "engineer" who it will be remembered is a specialist in the particular firm's production, is sent in to make a Safety Survey of the whole works or of whatever departments are concerned. This may take some weeks and will involve discussions with departmental managers, foremen and chargehands and shop stewards, as well as with the firm's own safety personnel. And it is here that the experience of the inspector stands him in good stead. There is bound to be much curiosity, sometimes even a little resentment at his presence and it is up to him to convince those with whom he talks that he is there to help. Of course, should he meet with flat obstruction he must report it and make his recommendations, but in practice most factory executives will welcome a knowledgable fellow who does not domineer. Indeed the junior Safety Officer with perhaps only one "course" outside the factory behind him will find the visit of the greatest value.

A Full Report

After making his survey the engineer will draw up a report to his Company, running perhaps into twenty or thirty foolscap pages. This and his recommendations are discussed in the Accident Prevention

(Concluded overleaf at foot of page.)

The Safety Officer's Qualifications

FOURTH annual conference of the Industrial Safety Officers' Section of Ro.S.P.A., which was organised by the North West Branch, was held in Manchester last month when Mr. H. R. Payne, chairman of I.S.O.S., presided and over 100 safety officers were at the opening dinner.

The first guest speaker was Mr. C. J. P. Bateson, personnel director of the General Chemicals Division of I.C.I. Ltd. He stressed the need for personal as well as technical qualities in the Safety Officer.

He was followed by Lieut.-Col. Carter, U.S.A.A.F., who had specially flown over from Germany to attend this conference. He recalled the close association that existed between the U.S.A.A.F. and Ro.S.P.A. during the last war. The Army Air Force had proved that accidents could be reduced and safety was an integral part of their programme.

Chief Officer Hoare, of the Manchester City Fire Brigade drew attention to the losses occasioned by fire and said that whilst only 16 per cent of the fires occurred in industry, 90 per cent of the fire loss was in industrial establishments.

Responsibility?

In introducing Mr. Hewitt, the chairman spoke of his work on national and international committees in the field of industrial relations. Mr. Hewitt, in posing the question, "Where Should Safety Start and Why?" suggested that the following people or bodies should be considered: Parliament; the Board of Directors; the Shareholders; the Company Chairman; the Managing Director; Works Managers; Departmental Managers; the Safety Officer, Foremen; the Employees; Works Councils; Production Committees; the Factory Inspector; Employers' Associations; Trade Unions; Joint Industrial Councils.

Safety was something which had to be planned and organised; it must not be contemplated solely from the production angle, but also from the humanitarian view. "Parliaments can only enforce a minimum standard and that is not enough. The Safety Officer can only advise, devise, suggest and recommend. The responsibility for action lies elsewhere."

In 35 years as a member of various Joint Industrial Councils and as secretary on four, he did not recall safety ever having been discussed at one of their meetings.

The other employee - management committees mentioned are bodies which can only have the power of recommendation. They do not initiate safety; they do, however, assist in implementing a policy. The T.U.C. and the British Employers Federation are generally concerned in the national aspect of safety. That friend of industry, the Factory Inspector, can only advise and sometimes enforce the legal requirements, yet safety goes far beyond this.

Shareholders are rarely, if ever, told of the accident record of the company, and he personally would like to see it made obligatory for the Company's accident record to be included in the annual report.

Of his original list, only the supervisory staff were left and of these ultimate responsibility must lie on one person, and that person is the managing director. He must assume the responsibility for starting safety, because he has the authority and power. The initiation, formulation and sanction of policy rests with him. The managing director sets the example which others naturally follow.

In concluding, Mr. Hewitt suggested that the Safety Officer must be half lawyer, half concilliator, half scientist, half technician, half medico and half engineer, and if one thought that these six halves made more than one whole that is in fact the answer. The Safety Officer *is* more than one person.

Dr. Thelwell Jones said that in his view as an industrial medical officer the mental health of the worker was of vital importance. Industry should also consider the employment of persons who, whilst not wholly fit, are still capable of playing a very important part in the production line.

Publicity

The final paper was on publicity, given by Mr. L. E. Cornford, M.I.S.A.C. (Central Safety Section, I.C.I. Limited). As the talk was given on the Sunday morning Mr. Cornford likened the propagation of accident prevention to the propagation of religion. Just as the inculcating of religion is only maintained by incessant preaching so will safety officers inculcate safety in industry only by incessant presentation of their beliefs orally, pictorially and by precept and example.

He showed practical examples, and gave costs of printing, describing the various processes used. He dealt with the need for care in the spoken word—every time a safety officer opens his mouth about safety he becomes an "animated advertisement." The speaker discussed posters in various sizes and colours; the silk screen printing process; leaflets; tie-ups between the posters and blotters bearing the same message placed in the foremen's offices; wallsheet newspaper, banners and flags; charts; safety competition shields; films and filmstrips; exhibitions; calendars; safetygraphs and visual aids; cards for time clocks; bulletins, and gave a list of useful books.

Delegates paid a visit to the Manchester City Fire Brigade headquarters, where a demonstration of rescue work was given with some of the latest appliances. Following this they visited the permanent fire prevention exhibition, which is one of the best in the country.

There was also an information room and on the various stands were displayed books, leaflets, photographs, films, projectors and screens, which could be studied or examined by delegates.

HE SHOULD HAVE:—

Curiosity of a cat;
Tenacity of a bulldog;
Determination of a taxi driver;
Diplomacy of a wayward husband;
Patience of a self-sacrificing wife;
Enthusiasm of a jitterbug;
Good humour of an idiot;
Simplicity of a jackass;
Assurance of a college boy; and the
Tireless energy of a bill collector

(Lieut. Eugene Garner, U.S.A.A.F. Safety Officer, Burtonwood Airfield, at the Conference.

Accident-Prevention Service—*from p. 269*

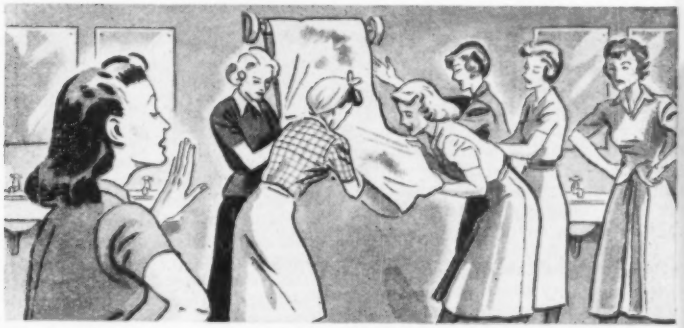
Department and a final report is prepared for the client. It is presented at top level and each item is carefully gone into in conference. It may be that some suggestions may appear a little drastic and here the M.E.M.A. representative will support them from experience gained with other firms. The fact, for example, that X machine has run unguarded for twenty years in Factory "A" sounds pretty good to Messrs. "A" but if the same machine had a bad record elsewhere then they are trusting chance a little too far. Again where workers protest that guarding will mean a drop in their (piece-rate) production, the insurance company can authoritatively point out that while this is true, the drop is only temporary and in general recovers itself within a short time, and can probably suggest a remedy to cover the interim period.

Keynote of the scheme which has steadily expanded since its inception in 1943 is the mutual co-operation of the Insurance Company with its clients, a projection of the same spirit which brought the Company into being. There is no question of the big stick being used, merely the application of common sense to one aspect of production. Costs can be cut, directly and indirectly, in this way; production can be stimulated; and men and women can be helped to save themselves from unnecessary suffering.

SOME controversy has arisen over the design and construction of the Safety Boots commonly used in British industry, and new and more advanced styles are under discussion. Mr. T. W. Thompson, Safety Engineer, Briggs Motor Bodies Ltd., will write on this important subject in our next issue.

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.



Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.

Moisture Magnet—Hi-Dri towels absorb very drop of moisture. Will not disintegrate when wet.

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PAPER TOWELS

WITHOUT OBLIGATION

Write or 'phone today for details, or ask for a demonstration of Hi-Dri paper towels and further proof that they can help you cut absenteeism.

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50 p.c. of Our Workers Stay To Lunch!

By A. BRAILSFORD DEAN
A.M.H.C.I.
Canteen Manager
Listers Ltd., Bradford

2,000 people employed at our Manningham Mills are constantly reminded by menus displayed on the works notice boards that there is "something good cooking" in the canteen daily, yes and nightly too, for it is the one department in the factory which never closes.

The mere reading of a menu, however attractive it may appear, cannot contribute very much to the success of a large and go-ahead canteen. To use an old maxim, "The proof of the pudding is in the eating," perhaps would be the correct explanation of why almost 50 per cent of our workers stay to lunch. Such a percentage in a canteen factory situated on the outskirts of a town would not be considered high, but to one surrounded by the very houses in which the employees live speaks well of the meal, its quality, quantity and variation.

Notable Figures

The general opinion of diners during the war years was one of "when this is over we shall dine at home," and those whose lot it is to be connected with catering have watched the reaction of the lifting of certain ration restrictions with interest.

Recent figures issued by the Ministry show a remarkable increase in the number of factory and school canteens—and the closing of many Civic Restaurants. Is this directly due to costs?

The managements of most enterprising firms with canteens which have been in existence over a period of years know from experience how important is the providing of a *satisfactory* canteen service resulting in happy, healthy and contented workpeople, and such firms consider any subsidy required in the providing of such a service as a good "investment."

With the prices of foodstuffs steadily increasing since 1946, in many cases by more than 100 per cent, it is quite understandable that the majority of meals served in canteens must be subsidised. Fortunately there is also a steady increase in the membership of both the Industrial Catering Association and the Industrial Catering Managers' Association, whose object has been to bring industrial canteens into line with the most modern catering practice. Attendance at local meetings and the interchange of ideas with others whose problems are similar have greatly assisted managers and supervisors in the efficient running of their canteens and have enabled them to assist in keeping the subsidy as low as possible.

We are asked: "How are you able to put on so attractive a show and still stay in business?" May we reply, if we *didn't* then we should not be in business and likewise the chief business of the factory would suffer too. The days of the old drab and uninteresting canteen are almost over and those of the modern one with attractive menus and cafeteria service have already arrived, but that's another story.

DINE IN THE CANTEEN

. . MENU . .

WEEK COMMENCING 25th September, 1950

MONDAY	Roast Beef & Pickles Creamed Potatoes Mashed Vegetables	or	Fish Cakes Creamed Potatoes Peas
	Tinned Jam Roll with Custard	or	Milk Pudding
TUESDAY	Stewed Steak Savoury Dumplings Creamed Potatoes Cabbage Treacle Sponge with Custard	or or	Grilled Sausage Creamed Potatoes Cabbage Milk Pudding
WEDNESDAY	Roast Lamb Stuffed Onions Creamed Potatoes Baked Potatoes & Tomatoes Apple Pie with Custard	or or	Shepherds Pie Potatoes Cabbage Milk Pudding
THURSDAY	Meat Pie Creamed Potatoes Cabbage Cabbage Pudding with Custard	or or	Roast Lamb Creamed Potatoes Cabbage Milk Pudding
FRIDAY	Fried Fish Chips Peas Jam Tart with Custard	or or or	Stewed Fish Creamed Potatoes Peas Milk Pudding	or	Cheese & Onion Pasty Chips Peas

May we remind our customers that we have always a selection of Sandwiches, Tossaties, and Pastry Lines, etc., at the counter.

This Manningham menu explains the reason why!

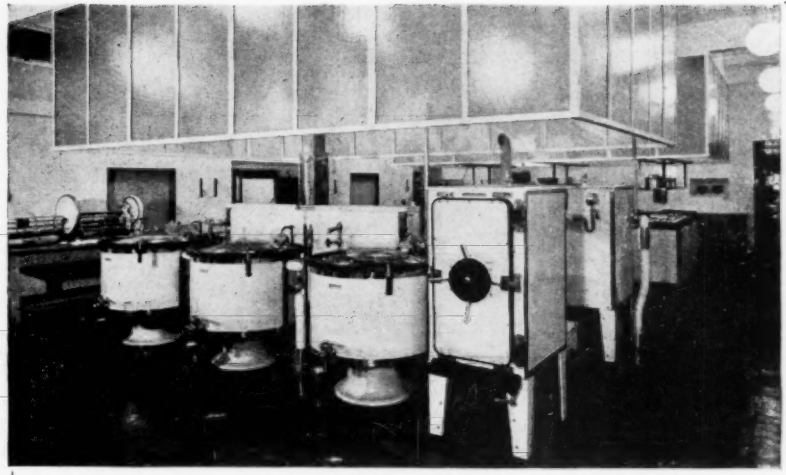
New Gasworks Canteens

OPENING of the new staff and workmen's canteens at the Nechells (Birmingham) gasworks of the West Midland Gas Board was performed by Mr. A. W. Lee, a member of the Board. He was accompanied by Mr. J. E. Wakeford, divisional manager, Mr. S. K. Hawthorn, divisional engineer, Mr. R. G. Warr, Nechells's engineer, Mr. E. T. Pickering, deputy chief chemist, Mr. Caleb Jones, organiser, N.U.G.M.W., together with a representation of the late Devon Street Workmen's Canteen Committee and of the Staff Canteen.

After an excellent lunch, enjoyed by a total of 200 employees, Mr. Lee congratulated Nechells upon having such a fine canteen, in the early stages of which, as former general manager, he had taken a particular interest, and said that it was the policy of the Board to provide

(*Concluded on page* 274.)

The new staff canteen at Nechells's; works canteen is overleaf



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- Coal Ranges
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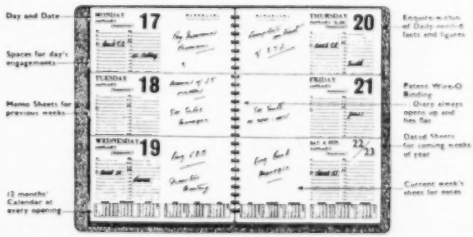
Day and Date
Spaces for day's engagements
Memo Sheets for previous weeks
12 months' Calendar at every opening
Enquire-within of Daily needed facts and figures
Patent Wire-O Binding
Diary always opens up and lies flat
Dated Sheets for coming weeks of year
Current week's sheets for notes

Simple but Remarkably Effective

There are 104 pages, size 8¼" by 5½", in the Diary Section—two for each week of the year—so that they always open up to a complete week and, with the patent Wire-O binding, lie absolutely flat on your desk. Every double page is divided into six daily sections, each with the day and date printed boldly on it, and ruled up for engagements by hours and half-hours; also there is ample blank space for each day's reminders and jottings. Thus, clearly laid out before you, are the daily sections for the entire week. Along the bottom of each double page is a complete calendar for the year.

An Enquire-Within of Daily Needed Facts and Figures

In the Enquire-Within section you get: Abbreviations in frequent use; Important Dates; Statistics of U.K. Population, Age and Man-Power Distribution; Time-saving ready reckoner and scores of other useful facts and data. The Shaw WEEK-TO-VIEW DESK DIARY & MEMO BOOK is supplied in two bindings: (1) black board, handsomely gold-blocked; (2) de luxe model in genuine rexine binding.

THIS entirely new Shaw Week-to-View Desk Diary and Memo Book is (1) an automatic secretary that will rid your mind of the bother of remembering appointments and countless other matters throughout 1951: (2) a Reference Book of essential facts, figures and lightning calculation tables.

You now how convenient it is, when planning your engagements and laying out your work, to have the whole week's reminders before you. In the Shaw WEEK-TO-VIEW DESK DIARY your current weeks' notes are always before you, so that you can organise your day's or week's work accordingly. When you arrive at your office in the morning you just open your Diary to the current date and there you will see clearly at a glance all your appointments, notes and reminders for the day and the entire week. Notes for future attention will always be brought to your notice on the right dates, and reference can always be made to past entries.

SECURE IT NOW FOR YOUR OWN USE & BENEFIT

The Shaw WEEK-TO-VIEW DESK DIARY & MEMO BOOK cannot go wrong or get out of order, is absolutely automatic, needs no filing or posting of records, and is always before you. It will save you time and worry at every point of your day's work throughout the entire year. So secure it for your own use and benefit, and place one on the desks of each of your managers as well—you will find it an excellent investment.

FILL IN AND POST THIS COUPON NOW
SHAW'S EFFICIENCY DEVICES, 180 Fleet Street, London, E.C.4

Please send me..... copy/ies of the 1951 Shaw WEEK-TO-VIEW DESK DIARY at 5/4d each including tax and postage, and invoice on despatch

AND/OR

Please send me..... copy/ies of the De Luxe model in genuine Rexine binding at 15/4d each including tax and postage, and invoice on despatch.

Name.....

Address.....

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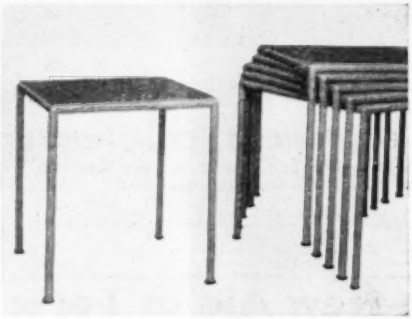
For quantities write for special quotations PMW/WTV

similar amenities throughout the West Midlands Area.

Mr. Caleb Jones expressed the hope that the canteen would be fully appreciated by all manual employees, and Mr. Wakeford added his appreciation and congratulated Mrs. Sparry on the lunch she had provided.



New "Neco" stacking tables for canteens are stove-enamelled in an attractive range of colourings. Light in weight, their special construction gives ample leg-room for customers. List on application

Partnership Library—from page 264

months, when books are either recalled or borrowers must declare in writing that they are safe.

Availability

Any partner may use the Library. All of department manager rank and above can borrow direct, and anybody else can borrow through the local staff trainer, who has a copy of the catalogue. Books which are not in stock can be borrowed by the Librarian from Chelsea or Marylebone Public Libraries, or from any other library, through the National Central Library, of which the Partnership's Library is an "outlier." The Partnership's Library is, in fact, widely used by staff and partners at John Lewis and Peter Jones, to whom the books are personally accessible. More distant branches also make equal use of it. Books forwarded to branches are packed and dispatched by the Library staff.

Books, however, are only one side of the Partnership Library's activities. Another major function is the distribution of periodicals. These comprise trade periodicals, which a senior partner needs to use in the course of his work, and journals of general interest (such as the *Economist*). Every general manager may receive on loan a certain number of these. He makes his requests to Mr. Dixson, who is responsible for ordering the copies and arranging for their delivery from the publishers. Practically every trade journal is represented, from *The Accountant* to *Vogue*—and, incidentally, the full list of journals includes a *Punch*, especially ordered for one of the rest rooms. Altogether about 240 different periodicals are taken. The number of people among whom a copy has to circulate varies. For a weekly, six is reckoned the maximum; for a monthly, ten.

Formerly all copies were received at the Library on publication and were sent from there to the first borrower. Now, however, as an economy measure, magazines are sent direct to the latter, whose secretary has been supplied by the Library with a set of labels listing the people to whom it is to go. She is responsible for sticking one of these on the journal when it is received. Most periodicals are returned to the Library, where they are filed for six months and then disposed of. Where possible they are sold, some to partners; others are sent to the firm's employee hostels or are given to hospitals. Some are retained in certain departments for reference. The popular magazines read by customers in the Hairdressing Departments are chosen by the General Manager of Hairdressing, and are ordered and paid for by the Librarian.

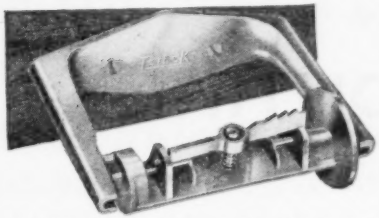
Special Requests, etc.

Another service provided by the Partnership's Library is that of special requests, of which about six or seven a week are received. As a result of such a request a book may be bought for the Library or borrowed from another library or obtained for purchase by the partner. And of course there are many partners who come in for personal advice on books, including those taking vocational training courses which are held in the same building. The Boots' Library reduced subscription scheme is available to partners through the Partnership's Library which involves further clerical work.

As with other departments, money for the Library is allocated twice a year, but because it is cheaper to take out subscriptions for magazines for a year rather than for a half year, a larger allocation is made in the second half than in the first, to enable this to be done. The Library money is provided partly from general funds and partly out of the monies set aside for staff amenities. Important matter to be considered in a Library of this kind are the relative amounts to be spent on purchase of periodicals and on books, and the balance to be held between purely technical and cultural books (works of fiction are not included in the Library).

Full details of payments are shown in books kept by Mr. Dixson, as well as a running total of expenditure for day-to-day reference. These figures are checked monthly with Central Administration and the accounts audited yearly by the Internal Audit Department.

Cheque the Roll AND STOP THE WASTE



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- ★ HYGIENIC — PREVENTS UNSIGHTLY WASTAGE ON FLOOR
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Complete including P.-T. **22/-**

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Toilok releases only short piece at a time.
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OUR TOILET ROLLS are also available. Medicated, 7 oz. tightly wound, soluble tissue. The "TOILOK" Holder, however, takes all good Toilet Rolls. Special quotations for bulk orders, please send for specimen and price

The sheet tears easily but does not unroll, thus preventing wastage

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Please send sample Dalzo-Lastic First-Aid Cabinet containing 1-gross assorted Dressings for 9/6

Your Chemist is M.....

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INDUSTRIAL EQUIPMENT That Raises Production Efficiency

Mechanical "Muscles" Aid Gear Production

MAKING work as easy as possible is a company-wide policy of the American Westinghouse. How this is accomplished at the Nuttall Gearing Division of the Company, where much of the work is on heavy gears, is shown in an interesting sequence of photographs, one of which is illustrated below.

An employee gets hold of a load of gear blanks used for railway engine transmissions by manœuvring a fork truck in the yard where gear blanks are stored. The gear blanks are placed near a battery of vertical lathes where they are turned, faced and bored. Jib cranes with electric hoists enable lathe operators to lift the blanks into position on the lathe in a simple and safe operation. A chain sling with hooks that engage the holes in the web of a gear blank makes an easy chore of what would be heavy labour.

Overhead travelling cranes move machined gear blanks from the vertical lathes to hobbing machines where a hobbing tool cuts gear teeth in the outer edge of the blank as it revolves in the machine from position to position. An overhead crane takes it away.

Gears must be carefully heat-treated so the faces of the gear teeth will not wear excessively. An electrically-powered jib crane lifts the gears in and out of the heat-treating furnace. A similar crane with special hooks easily plunges the glowing gear into the quenching bath.

Another jib crane with special hook enables an employee to chuck the heat-treated gear in his bore-grinding machine with a minimum of trouble and labour. Afterwards a transfer car takes the gear to the shipping floor where an employee puts gear in its crate with a jib crane. The crate is then ready for sealing and shipping.

(GOODS HANDLING)

Mobile Lorry-Loader

LORRY loading by the usual straight-lift or inclined-plane method can be a hazardous and highly inefficient way of using labour. With this in mind, designers of the *Hydrum* hand or power-operated mobile lorry lifter, offer a piece of equipment which will lift 7 cwt. loads from 3 in. to between 3 ft. and 4 ft. 6 in., in five seconds.

Featuring a "no tilt" design the *LPP* model keeps all loads perfectly level throughout the lifting operation. The equipment is fitted with a rubber-tyred retractable tricycle undercarriage, hydraulically operated, which makes it easily mobile. It can be operated by a woman if necessary, and is obtainable either powered by petrol or electricity. The hand-operated model which is also available, takes 40 sec. to do the work the power type accomplishes in five. Frame of the lifter is fabricated steel and actual lifting is done by way of an arranged system of parallel link-motion arms. Raising and lowering of the platform is controlled by a foot control. For loads such as barrels, drums, casks, etc. that can be tilted through 90°, another piece of equipment—the *LP*—is also available.

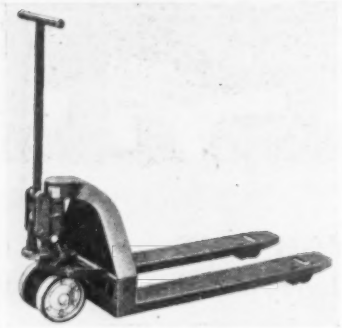
Hand Pallet-Truck

WITH a capacity of 2,600 lb. available in three standard fork lengths, this hand pallet truck is suitable for almost every pallet size. The height of the 6 in. forks is 3¾ in. and when raised 8¾ in. The overall width is 20½ in. and the distance between the forks is 8½ in. Standard fork lengths are 36 in., 42 in. and 48 in., but forks of other lengths can be supplied. The length of the body, less forks, is 15 in. The weight of the truck is 2 cwt. It has twin-wheel front suspension, which gives stability and ease of steering.

Elevation is effected by means of an over-size hydraulic pump requiring a minimum of effort. Approximately ten strokes of the combined draw-rod and pump lever give the full lift of 5 in.

The front wheels, which are 7¼ in.

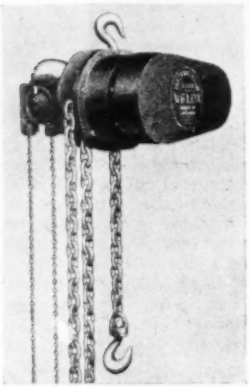
diameter by 2¾ in. wide, are fitted with rubber tyres, and each is carried on two SKF ball bearings.



The fork wheels, which are 3½ in. diameter by 4 in. wide, are steel tyred, and each is carried on two SKF ball bearings. Rubber tyres, however, are available. The steering lock is in excess of 180 deg. **(PM/309.)**

Electric Pulley Block

THE *Velox* electric pulley block has the advantages of heavier, more complicated hoists yet is within the price reach of the smallest shops, works and garages. Available in three standard sizes—5, 10 and 20 cwt. blocks—with lifting specifications of 10, 15 and 20 ft. and upwards, this pulley block features short headroom, ranging from 13 to 18 in. only. The weight of the hoist has been kept to a minimum, enabling ease of movement from site to site, and the totally enclosed construction of the gearing cuts out likelihood of damage to working parts or accidents when the unit is being moved, or is in operation in relatively cramped quarters. Further advantages offered by the makers are: the range of electrical equipment embodied in each unit (all standard voltages, with special voltages of D.C. motors to order); incorporated mechanical brake as an added safety measure; and an overload clutch preventing overrun and damage. **(PM/310.)**



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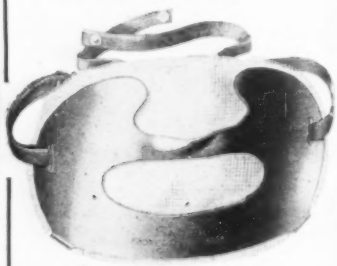

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(VENTILATION)

"Weldafume"

THE *Weldafume* machine, a compact, portable unit designed to remove and filter fumes from arc welding, or smoke and heat from general welding and industrial operations, is now on the market and gives the industrial operator better vision, cooler working area and absence of harmful fumes at source.

It filters the fumes and removes the heat, dust particles, etc. from either a confined space or away from machinery which is throwing off harmful or irritating material from work in progress. As the name implies, the equipment is of particular value when used in connection with arc welding processes, especially when operations are being carried out in confined spaces or inside large drums.

A flexible 10 ft. 3 in. metallic hose leads to the main part of the unit, in which is incorporated a special asbestos-base, fireproof cloth filter, containing over 1,000 square inches of filtering surface. The unit is economical to operate and is powered by a three- or single-phase motor arranged in the vertical position and is enclosed within a fireproof filter. The power and filter unit rest on a heavy fabricated base which runs on castors and is enclosed by a metal cover. The metallic hose, available in sizes to meet individual requirements, is supported by a tubular bracket, allowing the hose to be adjusted to working conditions.

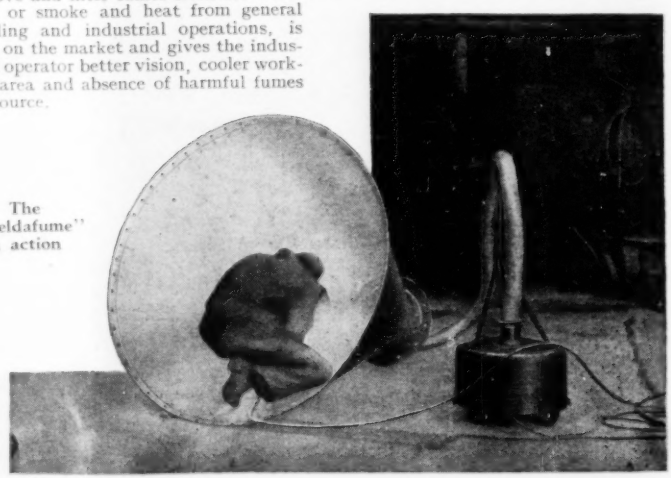
(PM/311.)

Oscillating Fan

WHERE the installation of air conditioning equipment is financially out of the question, an efficient fan system can be the answer to the problem of proper ventilation, particularly in offices.

A 12 in. electric, oscillating fan, quiet in operation and of novel and pleasing design, now on the market, features an intermittent air stream movement over an angle of 180 degrees and is capable of adjustment. The "oscillation" is caused by the reaction, fifteen times in each minute, of the air stream on the reciprocating vanes incorporated in the guard.

Incorporating a slipping clutch which protects the vanes should any obstruction occur, the fan causes the air to be



The "Weldafume" in action

sent out in puffs. The model is finished in a mottled pastel grey and weighs only 14 lb. It does not cause wireless or television interference and has an air displacement of 1,200 cu. ft. of air per min. Suitable for wall or desk mounting. **(PM/312.)**

(LIGHTING)

Dust-Proof Fitting

LATEST addition to the range of modern dustproof lighting fixtures is a twin 5 ft. tube fitting, designed to give soft, diffused lighting to offices and general commercial premises. This attractive model is easily installed readily maintained and can be mounted close to the ceiling or suspended from a chain or conduit, wherever necessary. For easy access to the tubes and starters, the diffuser is arranged with a two-way hinge action so that it can be swung down. All servicing can be done without dismantling or removing any part. **(PM/313.)**

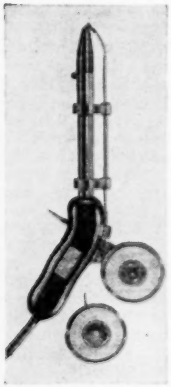
FLAME-PROOF FABRICS.

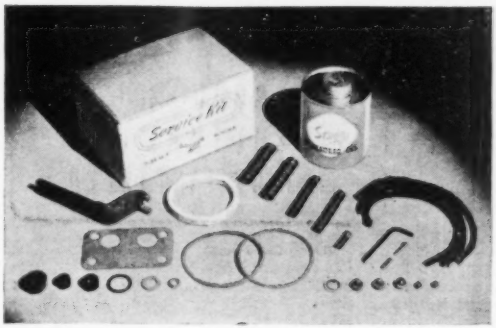
MAKERS of "Permaproof 300," the flame-proofing medium for workers' clothes *(ref. our October issue)* are Teesdale Laboratories Inc., Pittsburg, Pa., U.S.A., to whom enquiries should be addressed.

(GENERAL)

Soldering Tool

ECONOMICAL, quick to heat, constant temperature maintained, "easy in the hand," are all words which describe the needs of the industrial soldering process. A new introduction to portable electric soldering tools combines the above points, by changes and additions in design. A new arrangement within the heating element localises the heat around the copper bit, thus resulting in the elimination of wasted heat areas, which in turn, assures considerable economy in current consumption. The same feature also does away with excessive temperature rise, prolonging heating element life and oxydisation of the copper bits is thus minimised. Comfortable control is also aided by the off-straight hand grip. Models are now available in a variety of voltages, both for use in heavy duty or fine work. **(PM/314.)**

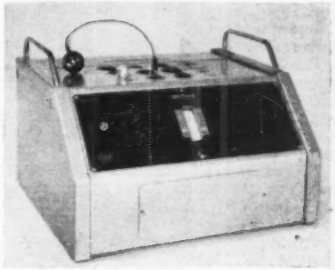




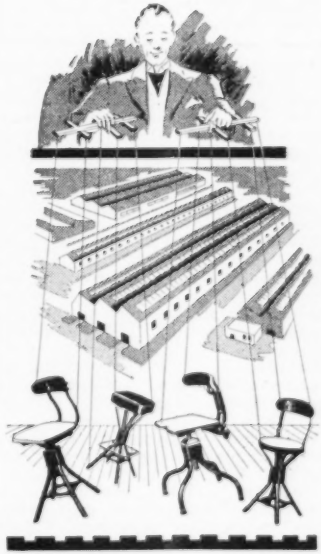
Useful Service Kit for users of "Staffa" Tube Bending Machines is now available at an attractive ex-works price. It comprises a selection of the most usually-needed replacements, lubricator and tools **(PM/315.)**

Valve-Tester

NEW automatic valve tester, notable for its speed and simplicity of operation has been specially designed to meet the need for quick, accurate valve testing by non-technical personnel. Notable for its use with industrial electronic equipments or in instrument repair workshops, the Mullard High-Speed Valve Tester will test, to approved specifications, the vast majority of general-purpose valves. It is also of considerable value to service engineers in diagnosing faults in complicated electronic equipment. Results of the test are indicated visually by means of a cathode ray tube and coloured scale. **(PM/316.)**



The Factory (SEATING) Act 1948



Where a substantial proportion of any work can properly be done sitting—(a) There shall be provided and maintained for any employed person doing that work, a seat of a design, construction and dimension suitable for him and the work, together with a footrest, on which he can read ly and comfortably support his feet if he cannot do so without a footrest.

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LOOKING AHEAD — WELFARE & PRODUCTION EQUIPMENT TO BE INSTALLED

Annfield Plain, Durham.—The North-Eastern Trading Estates Ltd., Low Fell, Gateshead, are to prepare a site at Greencroft for the erection of factories.

Avonmouth.—The Imperial Smelting Corporation Ltd., 37 Dover Street, London, W.1, proposes the erection of laboratories, to cost £200,000.

Bangor.—Sir Percy Thomas, Cathedral Road, Cardiff, is the architect for the new women's hostel proposed at the University.

Basildon, Essex.—A new factory is proposed by South-East Essex Wholesale Dairies Ltd., of High Road, Laindon, Essex. Rotary Hoes Ltd., Station Road, East Horndon, Essex, have plans to erect a new factory.

Birkenhead.—Plans submitted: Outline application for three factories on land bounded by Corporation Road, Cavendish Street and Price Street, for North Western Industrial Estates; architect: A. E. Shennan, 17 North John Street, Liverpool.

Bolton.—New Hostels are proposed on Johnson Fold and Oldhams Estates, and the Borough Engineer will prepare plans.

Bournemouth. — Plans submitted: Stores, messroom, etc., at 31-33 Ashley Road, for Blanchard and Burgess Ltd.

Brandon, Durham.—Mr. F. Hedley, Nevilles Cross, Durham, is the architect for new club premises proposed by Meadowfield and District Social Club Committee. Licence applied for.

Brighton.—T.C. has approved a proposal by Kent Bros. Electric Wire Co. and E. H. Phillips Ltd., to take lease of a large site at Hollingbury, subject to plans being prepared by the Borough Architect and tenders obtained by the T.C.

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Jelks OF *Holloway*

Bristol.—Henry Matthews and Co. Ltd. propose new works to replace premises at Marlborough Street-Montague Street, Board of Trade sanction received.

Buxton, Derby.—Ketton Portland Cement Co. Ltd., Ketton, Rutland, have plans to erect a new cement works.

Cardiff.—The T.C. will offer a site at Mardy Industrial Estate to Robert Wynn and Sons Ltd., Collingdon Road, Cardiff, for erection of a depot. T.C. is recommended to lease a three-acre site at Llanrumney to University authorities for erection of a new hostel. Messrs. Teather and Jones, 67 Queen Street, Cardiff, are the architects for new workshops for the Institute of the Blind, at a cost of £60,000.

Carlisle.—Plans approved: Factory extensions at Holme Head Works, for Ferguson Bros. Ltd. A new factory at Shaddongate, for Linton Tweeds Ltd.

Capenhurst, Cheshire. — A contract has been placed with Richard Costain Ltd., Dolphin Square, London, S.W.1, in connection with the construction of the proposed atomic energy research station at Capenhurst, in Cheshire, for the Ministry of Supply. The figure is about £500,000.

Chester.—Plans submitted: Site for new works and offices at Lower Bridge Street, for The Cheshire and North Wales Newspaper Co. Dining-room accommodation at Royal Infirmary is proposed by Liverpool Regional Hospital Board, to plans by T. N. Mitchell, Alder Hey Hospital, Liverpool.

Chesterfield.—The T.C. has approved plans for a messroom and conveniences at West Bars, for C. E. Gaunt and Sons Ltd.

Chichester.—It is recommended to approve plans for a new factory on the Industrial Estate, proposed by R. J. W. Corne, St. David's, King's Drive, Pagham.

Coventry.—T.C. is recommended to approve lease of land at Tower Street area to Bed and Mattress Co., for the erection of new factory premises.

Dagenham.—Plans submitted: A factory at Hainault Industrial Estate, for Elpeck Industries Ltd.

Dartford. — Plans submitted: New foundry and extension to engineering shops at Dartford Ironworks, Victria Road, for J. and E. Hall Ltd.; architects: Archibald Lietch and Partners, 66 Victoria Street, S.W.1.

Doncaster.—Plans submitted: Factory extensions at Wheatley Hall Road, for Crompton Parkinson Ltd. Canteen and toilet at Union Street, for R. Dyson and Co. Ltd.

Eastcote, Middlesex.—The Ministry of Works has placed a contract for extensions to the canteen at the office's building.

Enfield.—Plans submitted: Factory extensions at Alipryde Works, Lincoln Way, for James Neilson. A new factory at Lockfield Avenue, for Geo. Cotten and Son; architect: E. H. Firmin, Stanmore, Middlesex.

Glasgow.—Plans have been submitted for a canteen and laboratories at Elliott Street, for R. Young and Co. Ltd. Eldorado Ice Cream Co. Ltd., 64 Stamford Street, London, S.E.1, have received approval of Dean of Guild Court, to plans for an ice-cream factory proposed at Whistleberry Road, Hamilton, Lanarks. The cost is estimated at £120,000.

Gravesend. — Imperial Paper Mills Ltd., Bvecliffes, have plans to rebuild their mill.

Hainault, Essex.—Erection of new premises is proposed by Gainsborough Chocolates Ltd., 86 Mount Pleasant Lane, E.5.

Hastings. — L.P.S. Electrical Co., Ealing Road, Alperton, Wembley; Goodmans Industries Ltd., Lancelot Road, Wembley; and Shirley and Co. (London) Ltd., Southwater Road, St. Leonards-on-Sea, have all informed the T.C. that they are interested in acquiring sites for new premises at Ponswood Road Estate.

Incentive Schemes Analysis—*from p. 259*

percentage declines as the size of the firm increases. Consequently, while the total number of establishments with no incentive schemes in operation is more than double the number with such schemes, the aggregate numbers of wage earners employed in the two categories are not dissimilar.

The figures in the Tables quoted here relate to all industries covered by the enquiry, but the full report, which is contained in the *Ministry of Labour Gazette* for October, 1950, also gives particulars for separate industries, together with figures for groups of industries. These show that the highest percentage number of establishments with wage incentive schemes are in the following industries: Glass containers, stationary engines, linoleum, leathercloth, etc.—all with 81 per cent; iron ore mining and quarrying, 79 per cent; blast furnaces, 75 per cent. At the other end of the scale come electricity and water supply, and Government service, with only 1 per cent; Local Government service and Tramway and Omnibus service, 6 per cent; gas supply, 7 per cent. But more than half the industries showed percentages between 25 and 55 per cent.

Hawes, Yorks.—A new cheese factory, to cost £30,000, is proposed by Wensleydale Dairy Products Ltd. Work will commence next spring.

Hendon.—Plans submitted: Engineering workshop at rear of 202-212 The Broadway, Cricklewood; architects: Brian L. Sutcliffe and Partners, 5 Manchester Square, London, W.1. Staff canteen for Spurling Motor Bodies, The Hyde.

Horley, Surrey.—Messrs. V. Kerr and Coulborn, 7 Bedford Row, London, W.C.1, are the architects for new factory and offices.

Hull.—T.C. Planning Committee has given preliminary approval to scheme for complete reconstruction of premises of G. Waddington and Son Ltd., 133-137 Cottingham Road. Work will be carried out in instalments.

Knapton, Norfolk.—A new grain silo is proposed by Associated British Maltsters Ltd., of Newark-on-Trent.

Leamington Spa.—Plans submitted: Works extensions at Tachbrook Road, for Lockheed Hydraulic Brake Co. Ltd. A new factory at Queensbury, for Kigass Ltd., 31 Regent Grove, Leamington Spa.

Littlehampton.—A new factory is proposed by D. A. Daniel and Co. Ltd., 16 Beach Road, Littlehampton.

London, Acton.—Plans submitted: A new factory at 1 Brunel Road, for Cherry Perkins and Cornish Ltd.

London, Edmonton.—Plans recommended for approval: Factory extensions at Montagu Road, for Bristowes Machinery. Factory extensions at Kingsway Estate, N.18, for East London Paint and Varnish Co. Ltd.

London, N.—Glover and Main Ltd., 48 Grosvenor Gardens, S.W.1, have plans to erect a new canteen, at £70,000, in Angel Road, N.19.

London, N.W.—Extensions to premises are proposed by Meltonians Ltd., Oxgate Lane, N.W.2, at a cost of £23,000.

Melksham, Wilts.—Messrs. W. H. Watkins and Partners, 1 Clare Street, Bristol, are the architects for additions to the hostel at the hospital.

Middlesbrough.—The T.C. Welfare Committee has approved a £36,000 scheme for a hostel on the Thortree Estate. J. A. Kenyon is the borough engineer.

Northumberland.—Schemes to extend pithead baths at a further eight collieries are under consideration of National Coal Board (Northern Division), Ellison Buildings, Ellison Place, Newcastle-upon-Tyne.

Partington, Cheshire.—A further expenditure of £2,500,000 on completion of chemicals plant is proposed by Petrochemicals Ltd.

Portsmouth. — Plans recommended for approval: A furniture factory at Plot No. 16 Fratton Industrial Estate, Milton Road, for G. H. Proctor, 64 Arundel Street, Landport. New factory at site No. 2, Fratton Industrial Estate, for C. H. Paine and Co., Beck Street, Portsea.

Port Talbot.—Erection of new factory premises is proposed by British Oxygen Co. Ltd., Bridgewater House, Cleveland Row, London, S.W.1.

Reading.—Plans submitted: Reconstruction of factory at King's Road for Huntley & Palmers Ltd. Canten and social club at Mill Lane, for Burberrys Ltd.

Scarborough. — A large block of Government offices is planned on a site between Northway and Victoria Road by the Ministry of Works.

Stockport.—Plans approved: A canteen at Buxton Road, for Slumberland Ltd. Extensions at Viaduct Works, Heaton Lane, for J. and J. Greig Ltd. Extensions to Waterloo Engineering Works, Gorsey Mount Street, for Rhodes Brydon and Youatt Ltd. Extensions to confectionery works at Eastcote Road, for C.W.S. Ltd.

Stockton.—Ashmore, Benson, Pease and Co. Ltd. have had plans approved for offices, ablution block and canteen. The architect is G. H. Jellicoe, 12 Gower Street, London, W.C.1.

Tynemouth.—T.C. is recommended to sell land at Preston for factory extension proposed by Tyneside Butchers (By-Products) and Pet Foods Ltd. Single-storey factory with office block at Albert Edward Dock, Coble Dene, for Albert Edward Dock Sawmills Ltd.; architects: J. Walton Taylor and Son, St. James's Buildings, Gallowgate, Newcastle 1. Seamen's mission and hostel at Union Quay, for Royal National Mission to Deep Sea Fishermen; architects: Geo. H. Gray and Partners, 52 Camden Street, North Shields.

Urmston, Lancs.—Plans approved: Factory extensions in Lyons Road, Trafford Park, for Ingersoll Rand Co. Ltd. Rebuilding of locomotive shed at Trafford Park Road, for Ed. Wood and Co. Ltd. Offices, laboratories and canteen at Ashburton Road, for Gulf Oil (G.B.) Ltd.

Warrington. — Application for a licence has been made to the M.O.W. at J. T. Clarke and Son in connection with proposed new factory at Haydock Street, Warrington.

Wembley.—Plans prepared by C. W. Glover and Partners, 54 Victoria Street, S.W.1, for new factory proposed by Glacier Metal Co. at Athlon Road.

Whitley Bay:—Mr. G. Turk, Links Garage, Whitley Bay, is to erect coach-building works and garage on the Foxhunters' industrial site, Shields Road, Whitley Bay.

THE MONTH'S ENGAGEMENTS

Association of Training Managers
Dec. 5 "The Need for Training in the Application of Motion Study." Miss Anne Shaw, M.A., M.I.P.E. Caxton Hall, London, 6.30 p.m.

British Institute of Management
5 Winter Proceedings.

Illuminating Engineering Society
Glasgow Centre—
12 Brains Trust. Institution of Engineers and Shipbuilders, Elmbank Cres. (Further details on application to the Secretary.)

Industrial Welfare Society
8-11 Refresher Course for Canteen Managers and Manageresses. Esplanade Hotel, Scarborough.

Institute of Economic Engineering
North-West Region—
8 Annual General Meeting. Engineers Club, Manchester, 7.30 p.m.
North London Region—
15 Annual General Meeting. George Hotel, Wembley, 7 p.m.

Institute of Industrial Supervisors
Bristol Section—
14 Industrial Film Show. Central Hall, Oldmarket, 7.30 p.m.
Coventry Section—
14 Joint Meeting and Discussion with the Institution of Works Managers (*West Midlands Branch*). "The Position of the Foreman in British Industry." Geisha Cafe, Hertford Street, 7.30 p.m.
London Central Section—
7 "Joint Consultation," by F. E. Maer, M.I.P.E. (*Glacier Metal Co. Ltd.*). Polytechnic, Regent Street, 7.30 p.m.
Rotherham Section—
5 Joint Meeting with the Institution of Works Managers and the Institute of Personnel Management. "A Personnel Manager Looks at Works Management." Miss K. M. Stott (*Beatson, Clark and Co. Ltd.*). Grand Hotel, Sheffield, 7.30 p.m.
21 Members' Discussion Night. College of Technology, Howard Street, 7.30 p.m.
Newark-on-Trent Section—
14 "Joint Consultation." T. G. Austin (*Imperial Chemical Industries Ltd.*). County Technical College, 7.30 p.m.

Institution of Heating and Ventilating Engineers
Birmingham and District Branch—
8 Annual Dinner. Midland Hotel. (Details to be circulated.)

Institution of Works Managers
Wembley Sub-Branch—
14 "Trend of Management." G. Kirk. The Plough, Kenton, 12.30 p.m.
Leicester Branch—
5 "Operator Training"—Boots and Shoes: I. V. Long (*Leicester College of Technology*); Engineering: S. R. Eade (*B.T.H. Co. Ltd.*); Hosiery: F. Baxter (*N. Corah and Sons Ltd.*). Carnegie Hall, Northampton, 7 p.m.

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Summary of Official Publications and New Rulings

STATUTORY INSTRUMENTS

No. 1668. The Button Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1950. Dated October 13, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b), *H.M.S.O.* 2*d*. (Amends Order V.(43) by increasing statutory minimum remuneration payable, and by providing a piecework basis time rate for workers for whom no such rate was previously fixed. Operative as from October 30, 1950.)

No. 1691. The Pin, Hook and Eye, and Snap Fastener Wages Council (Great Britain) Wages Regulation Order, 1950. Dated October 18, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Amends Order O. (38) and substitutes new minimum time rates payable to male workers aged 21 years or over (other than home workers). Also revokes Order O (40);Operative as from November 6, 1950.)

No. 1700. The Foundries (Parting Materials) Special Regulations, 1950. Dated October 19, 1950, made by the Minister of Labour and National Service under Section 60 of the Factories Act, 1937 (a), and Section 8 of the Factories Act, 1948 (b). *H.M.S.O.* 1*d*. Prohibit the use as parting materials in the making of metal castings of materials containing compounds of silicon calculated as silica to the extent of more than 3 per cent by weight of the dry material; and of dust or other matter deposited from a fettling or blasting process. The prohibition does not extend to natural sand or a substance specified in the Schedule, (i.e. Zirconium silicate (Zircon); Calcined china clay; Calcined aluminous fireclay; Sillimanite; Calcined or fused alumina; Olivine), provided the material does not contain an admixture of any other silica. Operative as from December 1, 1950.)

No. 1719. The Keg and Drum Wages Council (Great Britain) Wages Regulation Order, 1950. Dated October 25, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (d). *H.M.S.O.* 2*d*. (Amends Order K.D. (36), as amended by Order K.D. (38), by increasing general minimum time rates and piecework basis time rates payable. The Second Schedule repeats without alteration the amendments to Order K.D. (34), relating to holidays and holiday remuneration, contained in Order K.D. (38), now revoked. Operative as from November 13, 1950.)

No. 1726. The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation Order, 1950. Dated October 27, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (d). *H.M.S.O.* 6*d*. (Revokes Order R. (93) and Order R. (95), and substitutes new statutory minimum remuneration payable. Also amends the First Schedule to Order R. (84), relating to holidays and holiday remuneration. Operative as from November 20, 1950.)

No. 1746. The Retail Bespoke Tailoring Wages Council (England and Wales) Wages Regulation Order, 1950. Dated October 30, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (d). *H.M.S.O.* 6*d*. (Revokes Order R.B. (27), Order R.B. (30) and Order R.B. (33), and fixes new statutory minimum remuneration payable. (In addition, the provision in the Schedule to Order R.B. (27) relating to employment of a learner for a probationary period not exceeding three months is omitted, and in the Table of Areas, Stockton-on-Tees is now in Area B instead of Area A.) Operative as from November 20, 1950.)

No. 1761. The Baking Wages Council (England and Wales) Wages Regulation Order, 1950. Dated November 1, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Amends Order B.K. (36), as amended by Order B.K. (38), and substitutes new statutory minimum remuneration payable. Operative as from November 24, 1950.)

No. 1762. The Baking Wages Council (England and Wales) Wages Regulation (Holidays) Order, 1950. Dated November 1, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Revokes Order B.K. (30) and B.K. (33), and sets out annual holidays and other customary holidays and holiday remuneration payable. Operative as from November 24, 1950.)

GENERAL

Report of a Court of Enquiry into the Causes and Circumstances of a Dispute Between the London Master Printers' Association and the London Society of Compositors. Issued by the Ministry of Labour and National Service, October, 1950. Cmd. 8074. *H.M.S.O.* 6*d*.

Technical and Scientific Register. Present and Future Supply and Demand for Persons with Professional Qualifications in: Biology, Agriculture and related sciences. Report of sub-committee. Issued by the Ministry of Labour and National Service, September, 1950. *H.M.S.O.* 6*d*. Chemical Engineering. *H.M.S.O.* 6*d*.

Factories Act, 1937. Certificate of Exemption No. 25 (General). Steam Receivers, Miscellaneous Type. Issued by the Ministry of Labour, Factory Department, August, 1950. Factory Form 688. *H.M.S.O.* 2*d*.

INDUSTRIAL COURT AWARDS

No. 2272. National Health Service. Reference: For increase in salary scales of hearing-aid technicians employed in Hospital Distribution Centres. Award: The Court awarded salary scales starting with £190 at the age of 18 and rising by annual increments of £20 to £390 per annum. London weighting to be as follows: Under 21, £19 per annum; 21 to 25, £20; 26 and over, £30. (August 24, 1950.)

No. 2273. Road Transport. Reference: For increase to London meat carriers of 19s. per week in excess of rates provided by the Statutory Wages Order applicable to transport generally. Award: The Court awarded rates as follows: Drivers of vehicles over 12 tons carrying capacity, 127s.; over 8 tons and up to 12 tons, 123s.; over 5 tons and up to 8 tons, 119s.; up to and including 5 tons, 115s.; Mates, 109s. (August 28, 1950.)

No. 2274. Fishing Industry. Reference: To determine a claim that payment of a nominal sum called "Harbour Pay" be discontinued, and that sea rates of pay apply to all members of the crew, excluding sharemen, whether at sea or in port, whilst on articles, with the exception of recognised "clear days"; and that the deduction of 15s. from the sea pay of any trawlerhand who does not land the catch be discontinued. Award: The Court found in favour of the first part of the claim relating to Harbour Pay, etc., but against the second part of the claim. (September 26, 1950.)

No. 2275. Messrs. W. T. Edwards and Sons, Motor-Coach Proprietors, Gloucester. Reference: Claim by union that wages and conditions of employment of drivers and conductors did not conform with requirements of Section 93 of the Road Traffic Act, 1930. Award: The Court found the claim established, and awarded accordingly. (October 17, 1950.)

No. 2276. Fishing Industry. Reference: Interpretation of Award No. 2274. Dispute over meaning of term "sea rates of pay." Award: The Court ruled that the meaning of the term "sea rates of pay" as used in their Award referred to the total rates set out in paragraph 2 of the Award, that is, the sum of the rates described as "pay per sea day" and "war risk." (October 19, 1950.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1506. Rates of Wages of Certain Workers Employed in the Cotton Spinning Industry. Claim: Dispute concerning rates of wages paid to tenters engaged on can fed roving frames. Award: The Tribunal stated that the proper rate to be paid to female machine tenters should be arrived at through work studies and referred the matter back for further negotiation between both sides of the industry. Meantime, they awarded that a weekly wage of 97s. 9d. be paid. (August 16, 1950.)

No. 1507. Manning of Certain Vessels Operating in the Near Water Section of the Trawler Fishing Industry from the Ports of Grimsby and Aberdeen. Claim: For revision of existing manning scales. Award: The Tribunal awarded that in respect of trawlers between 100 and 129 ft. in length using steam boilers or oil burners, there should at all times be at the disposal of the engineer on watch a man capable of carrying out the duties now performed by a deck-hand trimmer, whether or not the man is called upon to perform other duties when the engineer does not require his services. (August 17, 1950.)

No. 1508. Rates of Wages and Annual Holidays in the Cane, Willow and Woven Fibre Furniture Trade. Claim: For increase of ½d. per hour in cost of living bonus and for an additional week's annual holiday with pay. Award: In favour of workmen; the additional week's holiday with pay to take effect from 1951. (August 22, 1950.)

No. 1509. Rates of Wages of Certain Female Workers Employed by a Firm of Glass Manufacturers in Lancashire. Claim: For observance by the company of minimum wage rates to female box makers and service girls as laid down by the National Joint Council for the Wood Box, Packing Case and Wooden Container Industry. Award: Claim not established. (August 23, 1950.)

No. 1510. Working Week of Certain Workers Employed by a Firm of Aircraft Manufacturers at Weybridge. Claim: Reduction of hours of work of men employed in the mould loft from 44 to 38 without reduction of wages. Award: The Tribunal awarded that hours of work be reduced to 40 per week without loss of wages. (August 23, 1950.)

No. 1511. Annual Holidays in the Leather Goods and Allied Trades. Claim: For an additional week's holiday with pay. Award: In favour of claim, and to take effect from 1951. (August 23, 1950.)

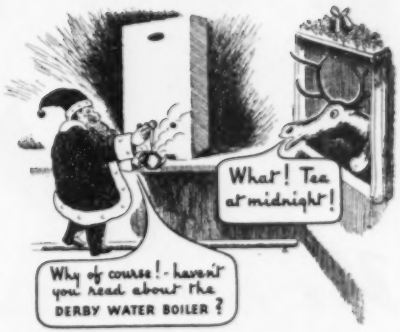
No. 1512. Claim for Overtime Payments for a Specified Period to Certain Workers Employed by an Engineering Firm at Barking. Claim: That certain workers be paid overtime in respect of additional hours worked during specified period, in accordance with overtime and night shift agreement applicable in the engineering industry. Award: In favour of workmen. (August 28, 1950.)

No. 1513. Holidays with Pay in the Carpet Manufacturing Industry. Claim: For alteration of existing agreement relating to holidays with pay. Award: Claim not established. (August 29, 1950.)

No. 1514. Conditions of Employment of Certain Workers Employed by an Electrical Engineering Company at Leicester. Claim: For application of staff conditions regarding holidays, sick pay, overtime, etc., to certain electrical testers. Award: Claim not established. (September 4, 1950.)

No. 1515. Minimum Rates of Wages and Annual Holiday Payments for Stone Carvers, Wood Carvers and Modellers Employed by Master Carvers Throughout Great Britain. Claim: For increase in existing minimum rates and additional payment for annual holidays. Award: The Tribunal awarded as follows: (a) increase of 5d. per hour to

(*Concluded overleaf.*)



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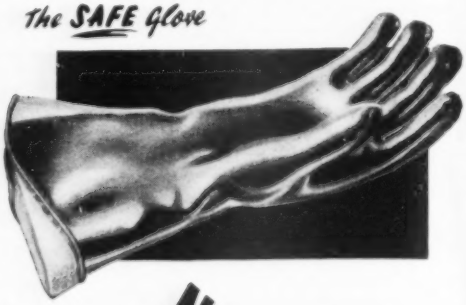

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Summary—*from* p. 283

adult journeymen with proportionate increases to apprentices; (b) for each week, or part of a week, of employment and for week of holiday, the employer must affix a stamp to the value of 3s. 4½d. to the worker's holiday credit card. (September 5, 1950.)

No. 1516. Rates of Wages and Conditions of Employment of Certain Workers Employed in the School Meals Service at the Manchester High School for Girls. Claim: For application of the rates and conditions of the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers) to assistant cooks and general assistants. Award: The Tribunal awarded that minimum rates for assistant cooks be 1s. 10d. per hour and for general assistants 1s. 8½d. per hour. (September 7, 1950.)

No. 1517. Rates of Wages of Certain Workers Employed by the Rural District Council of Hemsworth. Claim: For increase of 6s. per week awarded by the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers). Award: In favour of workmen. (September 11, 1950.)

No. 1518. Claim for Payment in Lieu of Notice in Respect of Two Workers Formerly Employed by an Engineering Firm at Surbiton. Claim: For payment in lieu of notice in accordance with engineering agreement. Award: In favour of workmen. (September 11, 1950.)

No. 1519. Holiday Payment of Certain Workers Employed by an Engineering Firm at Gateshead. Claim: For payment for Good Friday, 1950, in accordance with engineering agreement. Award: In favour of workmen. (September 12, 1950.)

No. 1520. Question as to the Observance of Recognised Terms and Conditions of Employment by a Firm of Builders and Contractors at Surbiton. Claim: For observance by the company of recognised terms and conditions laid down in the Working Rule Agreement for the building industry. Award: In favour of workmen. (September 14, 1950.)

No. 1521. Rates of Wages of Workers Employed at a Laundry at St. Andrews. Claim: For establishment of specified rates for male and female workers. Award: Claim not established. (September 21, 1950.)

No. 1522. Basic Rate of Certain Workers Employed on Body Finishing and Trimming by a Motor-Car Manufacturing Company at Birmingham. Claim: For payment of skilled rate to certain finishers and trimmers engaged on a particular model. Award: The Tribunal found against the claim as stated, but awarded that any worker who had at any time, wherever employed, been in receipt of the rate for Grade 1 (skilled) workers, be paid that rate when employed on the model concerned. (September 21, 1950.)

No. 1523. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of an Apprentice Formerly Employed by an Electrical Contracting Company in Scotland. Claim: Whether firm were observing recognised terms and conditions in respect of an apprentice. Award: Claim not established. (September 27, 1950.)

No. 1524. Working Week of Certain Workers Employed by a Shipbuilding and Engineering Company at Dundee. Claim: That company should establish a five-day week of 44 hours all the year round for workers employed in the boiler shop, in accordance with engineering industry agreement. Award: In favour of workmen, except those in the outside squad working on vessels at the wharf. September 27, 1950.)

No. 1525. Wage Rate of Watchmen Employed in the Glasgow Docks. Claim: For increase in existing rate and proportional increase in over-time rates. Award: Claim not established. (September 27, 1950.)

No. 1526. Annual Holidays in the Electric Cable Making Industry. Claim: For an additional week's holiday with pay. Award: In favour of workmen. (September 27, 1950.)

No. 1527. Claim for Payment of a Specified Rate of Wages to a Worker Formerly Employed by a Co-operative Society

in Scotland. Claim: For payment to worker of standard rate of wages for electricians employed in the electrical contracting industry. Award: Claim not established. (September 28, 1950.)

No. 1528. Remuneration of Musicians at a Theatre in Accrington. Claim: For payment of a bonus of £1 per week during specified period. Award: In favour of workmen. (September 28, 1950.)

No. 1529. Remuneration of Musicians Employed at a Theatre in Bury. Claim: For payment of a bonus of £1 per week. Award: In favour of workmen. (September 28, 1950.)

No. 1530. Remuneration of a Worker Formerly Employed as a Hospital Steward by the Gateshead Corporation. Claim: For implementation by the Corporation of the recommendation of the Appeals Committee of the North Eastern Provincial Council for Local Authorities' Administrative, Professional, Technical and Clerical Services. Award: In favour of workman. (October 2, 1950.)

No. 1531. Rate of Wages of Mechanics Employed at a Mental Hospital in Yorkshire. Claim: That mechanics be paid at rate of £6 1s. per week. Award: In favour of workmen. (October 3, 1950.)

No. 1532. Rates of Wages of Electricians Employed in the Flour Milling Industry. Claim: For increased rates to electricians of 137s. 6d. for Class A mills, 126s. 6d. for Class B mills and 122s. 10d. for Class C mills. Award: The Tribunal awarded rates of pay as follows: For Class A mills, 134s. 6d. per week; Class B mills, 126s. 6d.; Class C mills, 122s. 10d. (October 5, 1950.)

No. 1533. Rates of Wages of Mechanics Employed in the Flour Milling Industry. Claim: For increased rates to mechanics of 137s. 6d. in Class A mills, 126s. 6d. in Class B mills and 122s. 10d. in Class C mills. Award: The Tribunal awarded rates of pay as follows: For Class A mills, 134s. 6d. per week; Class B mills, 126s. 6d.; Class C mills, 122s. 10d. (October 5, 1950.)

No. 1534. Working Week of Domestic and Similar Grades of Staff Employed in Hospitals and Allied Institutions Throughout Great Britain. Claim: Application for a 44 hour week without loss of pay. Award: Claim not established. (October 5, 1950.)

No. 1535. Wage Rates of Gate Porters Employed in Certain Mental Hospitals. Claim: That gate porters be paid 155s. per week in London, 149s. per week in the Urban Zone, and 146s. per week in the Rural Zone. Award: The Tribunal awarded that porters employed at institutions in the London area be paid 135s. per week, but referred back for negotiation the rates for employees outside the London area. (October 5, 1950.)

No. 1536. Refreshment Allowance of Certain Employees of the Metropolitan Water Board. Claim: For refreshment allowances as follows: For less than 2 hours overtime, 2s. 6d.; 2 to 4 hours, 5s.; 4 to 6 hours, 7s. 6d.; more than 6 hours, 10s. Award: The Tribunal found in favour of the claim and awarded accordingly. (October 6, 1950.)

No. 1537. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of a Certain Worker Formerly Employed by an Engineering Firm at Wolverhampton. Claim: Whether employers were observing recognised terms and conditions. Award: The Tribunal found that the employers had not observed recognised terms and conditions, and awarded in favour of the workmen. (October 6, 1950.)

No. 1538. Remuneration of a Worker Employed by a Local Authority in Scotland. Claim: For implementation by the local authority of recommendation of the Appeals Committee of the National Joint Industrial Council for Local Authority Services (Scotland) Administrative, Clerical and Technical Staffs. Award: In favour of the workman. (October 9, 1950.)

No. 1539. Rates of Wages and Conditions of Employment of Bakery Van Salesmen Employed in South Wales. Claim: For establishment of specified terms and conditions for van salesmen. Award: The Tribunal awarded that rates of adult van salesmen be not less than 109s. per week. (October 11, 1950.)

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